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THESIS

A COMPARATIVE ANALYSIS OF PUBLIC AND PRIVATE SECTOR GRADUATE PROGRAMS IN PUBLIC POLICY

by

David J. Wilson

December 1989

Thesis Advisor: Nancy C. Roberts

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This thesis compares the top ten public administration/affairs and public policy programs in the United States and asks the question--is it feasible to offer a public administration/affairs or public policy curriculum at the Naval Postgraduate School? The results clearly show that most of the core courses and elective courses offered by the top ten programs are available at the Naval Postgraduate School. Additionally, because of a variety of factors which include an informed faculty on defense issues and defense organizations, courses available to the students, and access to leaders in the Department of Defense, a program in public administration/affairs or public policy is feasible at the Naval Postgraduate School.

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A Comparative Analysis of Public and Private Sector Graduate Programs in Public Policy

by

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Commander, United States Navy
B.S., United States Naval Academy, 1974

Submitted in partial fulfillment
of the requirements for the degree of

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ABSTRACT

This thesis compares the top ten public administration/ affairs and public policy programs in the United States and asks the question--is it feasible to offer a public administration/affairs or public policy curriculum at the Naval Postgraduate School? The results clearly show that most of the core courses and elective courses offered by the top ten programs are available at the Naval Postgraduate School. Additionally, because of a variety of factors which include an informed faculty on defense issues and defense organizations, courses available to the students, and access to leaders in the Department of Defense, a program in public administration/affairs or public policy is feasible at the Naval Postgraduate School.

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I. INTRODUCTION

> The U.S. military officer is increasingly involved as an adviser in the bureaucracy. The experienced officer is the best disciplined, trained, staffed, and organized resource in government. His special talents are widely sought to fill policy positions not only in Defense but in the State Department, on Congressional staffs, and throughout the federal bureaucracy. [Ref. 1:p. 67]

This paragraph clearly addresses a requirement for educating the military officer in the study of policy issues. How, then, should we introduce military officers to the study of public policy management, public policy, or public policy analysis? More precisely, **why**?

The introduction to Harvard's John F. Kennedy School of Government 1989 catalogue provides an insightful discussion about the rationale for studying public policy and public administration, in general.

The discussion centers on government as the challenge of the modern world. Public officials, the leaders of government, must deal with a diverse group of problems such as achieving peace in the Middle East to making cities a safe place to live, problems that require government leaders to seek people with the competence and education to provide solutions. This discussion, in its entirety, is provided in Appendix A.

Is there a cadre of people in society that have been trained, educated, or given the necessary leadership to solve

many of these problems and meet the challenge? Harvard President Derek Bok has written that the principal missing link in American higher education is that we have not focused our attention on preparing potential leaders for positions in government. [Ref. 2:pp. 3-4]

Consequently, the study of policy related fields is important not only to government leaders but also to the military officer. Most decisions made by government and military officials require careful analysis of policy considerations and alternatives. Policy concerns will and should always be in the forefront of any important decision.

These preceding paragraphs elicit very important questions: Where do we provide our officers with the training and education to function in these policy positions? In regard to this thesis topic, is it feasible to for the Naval Postgraduate School to offer a Master's degree in Public Policy Management, Public Administration, or Public Policy Analysis? More specifically, is it <u>feasible</u> for the Naval Postgraduate School to offer a Master's degree with a concentration or focus on defense management and defense policy? This thesis is devoted to the discussion of these questions.

<u>Feasibility</u> for this thesis is determined by answering the following questions without regard to a cost-benefit analysis:

- What curricula in policy fields are offered by the top civilian universities in the United States?

- After reviewing the top program curricula, are there identical or similar courses offered at the Naval Postgraduate School?

- Which courses would need to be added to the Naval Postgraduate School's list of courses to make them comparable to the top civilian programs in the country?

- Would there be duplication with respect to programs offered at junior and senior service colleges?

- How, academically, would this program be administered at the Naval Postgraduate School?

- Who in the Navy could sponsor a Defense Policy Management program? Should there be a new Navy "P" code, a code that identifies specialized graduate education in public management or public policy?

Selection of the top programs in the United States was accomplished using David R. Morgan's article concerning the reputation and productivity of United States Public Administration and Public Affairs programs. [Ref. 3:pp. 666-673]

Because of its outstanding reputation, the Rand School of Graduate Studies in Santa Monica, California was considered but dropped because doctorate degrees are the only postgraduate degrees awarded in public policy. The University of Indiana, also listed in Morgan's article of top programs, was also deleted because only a Master of Business Administration is awarded.

Additionally, the annual roster listed by the National Association of Schools of Public Affairs and Administration (NASPAA) located in Washington D. C., which is recognized by the Council on Postsecondary Accreditation (COPA) as a

specialized agency to accredit master's degree programs in public affairs and administration/policy, was used as another means of program validation. The annual roster as of 1 August 1989 is listed as Appendix B.

The universities to be compared are Harvard, Princeton, Michigan, California at Berkeley, Pittsburgh, Syracuse, Michigan, Texas, Southern California, and Georgetown.

This thesis is organized with Chapter I as the introduction and Chapter II as an overview of schools and programs. Chapter III will determine common courses offered at the top programs, and compare these courses to current Naval Postgraduate School course offerings. Strengths and weaknesses of Naval Postgraduate School programs will be addressed and courses that potentially could/should be added at the Naval Postgraduate School will be identified. Additionally, the potential duplication of efforts of junior and senior war colleges will be assessed. Chapter IV discusses how a Defense Policy program at the Naval Postgraduate School would be administered from both military and academic perspectives and Chapter V will provide a summary and recommendations.

Research methodology is straightforward. Sample programs from Ref. 1, Morgan's article on Reputation and Productivity of U.S. Public Administration and Public Affairs programs, the top programs in the nation, were compared. This method provides a sense of ranking in that an attempt was made to

identify and use as a base the best policy programs in the United States. The methodology for identifying feasible sponsors and proposing "P" codes was based on a review of the Department of Defense organization chart, and discussions with Professor Richard C. Elster, former Deputy Assistant Secretary of the Navy for Manpower, who now occupies the Manpower Chair at the Naval Postgraduate School.

Since the following terms will be used repeatedly, their definitions in the context of this thesis are provided:

- Public Administration intensively studies a policy area which focuses on how to manage or lead a public organization. For example, the program manager who oversees grants for rural development and related employment in the United States would find the study of Public Administration extremely beneficial since he or she would have the requisite analytic and policy courses which focus on rural development.

- Public Policy Analysis is the study of policy issues by individuals with a strong background in economics and quantitative analysis, focusing on content area and the application of economic and quantitative skills to that content area. Individuals with degrees in public Policy could head state agencies such as a state office of program planning analysis or a state agency for social services development.

- Defense Management/Administration is concerned with the management of defense related organizations. The focus of study is how a particular defense organization could most effectively formulate and implement policy directly related to their specific content area. For example, many positions on the Chief of Naval Operations Policy Branch, OP-06, could use this field of study when analyzing Navy policy concerning forward deployed ships or battle group deployment.

- Defense Policy Analysis is the quantitative and analytic study of defense related policy issues. Examples are studying the effects of force reduction and studying the cost benefits of various manpower policy options.

II. PROGRAM COMPARISONS

Public administration developed in the early 1900s as a special field within the discipline of political science. Its main focus emphasizes the structure and operation of bureaucracies and organizations, which include budgeting, personnel, and internal controls. Some programs may even focus their study on the special management skills needed to operate governmental organizations.

The universities within the scope of this thesis will be divided into two groups according to degrees offered; those that offer master's degrees in Public Administration or Public Affairs, and those that offer master's degrees in Public Policy. Additionally, because the theme of this paper focuses on defense management, electives listed will be those that are defense related or closely related to defense issues.

A. MASTER'S DEGREE PROGRAMS IN PUBLIC AFFAIRS/ADMINISTRATION

1. Harvard University

The two year program in Public Administration is offered at Harvard's John F. Kennedy School of Government. The program is entirely elective, and requires four courses per semester. Students may select courses at all of Harvard's graduate and professional schools and the Fletcher School of Law and Diplomacy at Tufts University. Provided their adviser

and the Kennedy School Registrar concur, students may also enroll in courses at the Massachusetts Institute of Technology. [Ref. 3:p. 19]

a. Mission and Purpose

The mission and purpose of the school is to:

- Train leaders for government--elected, appointed, and career. Whether they serve in executive departments, legislative, or institutions beyond government, they should be distinguished for their managerial competence, analytical skills, and institutional sense needed for distinguished public service.
- Create a deeper understanding of the major substantive issues of public choice through sustained problem-solving search that mobilizes the intellectual resources of the entire university.
- Serve as a focal point for the convening of leaders from government, business, labor, and other parts of the private sector to reason together about the major issues of national policy. [Ref. 3:p. 4]

b. Degree Requirements

The Master in Public Administration degree requirements are:

- Completion of 18 units of academic credit (most courses are one-half unit).
- Minimum 3.0 grade point average.

c. Area of Concentration/Electives

All 18 academic units are elective, although students are encouraged to take first-year Public Policy core courses (core courses are described later in the Public Policy section). Over 3000 courses at Harvard and nearby universities are available to students. Table 1 is illustrative of an elective program at Harvard.

TABLE 1

HARVARD UNIVERSITY MASTER'S DEGREE IN PUBLIC ADMINISTRATION

The First Year

Political and Organizational Analysis
Empirical Analysis I and II
Economics I
Managing Organization Production and Implementation
Methods for Decision-making
Making Public Policy: Values, Democracy, and Public Service
Workshop and Applications
General Purpose Forces
Defense Issues and Budgets

Spring Exercise

An intensive field assignment in policy and management analysis. Under joint supervision of a civilian sector client and a faculty adviser, students develop policy memoranda with recommendations and supporting analysis.

The Second Year

Economics II
Political Management and Institutional Leadership
The Management of Federal Policy Development
Seminar: Intelligence, Command, and Control
American Foreign Policy
News and Politics: The Changing Impact of the Press on Public Policy
Policy Analysis for Public Managers
Research Seminar in Public Management

A sample of Harvard course descriptions is provided in Appendix C.

2. Princeton University

Princeton University offers a Master's degree program in Public and International Affairs at their Woodrow Wilson School. The basis of the Public Affairs curriculum focuses on four types of courses: courses devoted to analytic skills;

courses in fields of specialization; policy workshops; and electives. The program can be completed in two years. [Ref. 4:p. 4]

a. Mission and Purpose

The mission and purpose of the Woodrow Wilson School is to meet the needs of both government and the private sector for individuals who are deeply interested in issues of public and international affairs and who are broadly trained to create, implement, and interpret public policy. [Ref. 4: p. 2]

b. Degree Requirements

Degree requirements for the master in Public Affairs are:

- Complete 16 full semester courses (4 per semester).
- Complete an approved summer internship.
- Pass the M.P.A. Qualifying Examination.
- Minimum 3.0 grade point average.

c. Area of Concentration/Electives

Elective courses may be taken at any department of the university.

There are four separate fields of concentration that each M.P.A. candidate may pursue. They are:

- FIELD I--**International Relations**--the international system and the behavior of states, encompassing political and security affairs and international economics.
- FIELD II--**Development Studies**--deals with the factors involved in economic development and in political and social modernization throughout the world.

TABLE 2

PRINCETON UNIVERSITY MASTER'S DEGREE IN PUBLIC AFFAIRS

Fall Term

Political and Organizational Analysis
Microeconomics
Field Course

Spring Term

Macroeconomics
Field Courses and Electives

Second Year

Fall and Spring Terms

Policy Workshops
Field Courses and Electives

- FIELD III--**Domestic Policy**--focuses on the domestic policy agenda and the problems of intergovernmental relations.

- FIELD IV--**Economic and Public Policy**--study in the field cuts across the others, and allows more intensive training in economic analysis for students where substantive interests lie in Fields I, II, or III.

The four fields define study programs from specific courses from the School's graduate offerings. Other relevant courses are available in the Woodrow Wilson School and in other departments of the University.

A sampling of courses offered at Princeton is described in Appendix D.

3. University of Pittsburgh

Through their Graduate School of Public and International Affairs at Ridgeway Center, the University of

Pittsburgh offers a two year program in Public and International Affairs and a two year program in Public Administration.

a. Mission and Purpose

The mission of the school is to provide individuals for management and leadership roles in government and related fields. [Ref. 5:p. 1]

b. Degree Requirements

- Completion of 45 credit hours.
- Minimum 3.0 grade point average.

c. Area of Concentration/Electives

Electives may be taken at any department within the university.

TABLE 3

UNIVERSITY OF PITTSBURGH MASTER'S DEGREE IN PUBLIC ADMINISTRATION

School Core Courses (4 courses for 12 credits)

Administration and Public Affair
Quantitative Analysis
Policy Analysis and Evaluation
Research Methods

Program Core (4 courses for 12 credits)

Administrative Theory
Financial Management
Personnel Management
Communication and Computer Applications

Program Electives and General Electives

Science, Technology, and Public Policy
Policy Design and Implementation
Strategic Management
Economic Aspects of Government
Decision Theory

Terminal Option (6 credits)

After completing 24 credits of general option that synthesizes the knowledge gained through course work and demonstrates the ability to carry out research, write effectively, and orally defend a position, students may select a terminal option.

The options are: (1) an internship;
(2) a thesis;
(3) a public policy seminar.

TABLE 4

UNIVERSITY OF PITTSBURGH MASTER OF PUBLIC AND INTERNATIONAL AFFAIRS

School-Wide Core Courses (4 courses for 12 credit hours)

Quantitative Analysis
Policy Analysis and Evaluation
Research Methods
Macroeconomic for Public Management and Policy

Program Core Courses (3 courses for 9 credits)

Theory and Practice of International Affairs
(plus two of the following)
International Political Economy
Foreign Policy Processes
Seminar in International Security

Program Electives

Foreign Policy Evaluation
Defense Policies
Policy Making in a World of Limited Growth
Administration of Foreign Policy
U.S. Security Policy in Asia
New Weapons Technology

A description of courses offered at Pittsburgh is listed in Appendix E.

4. University of Southern California (USC)

The School of Public Administration at USC offers both a two year Master's of Public Administration and a Master's of Public Policy degree.

a. Mission and Purpose

The Master of Public Administration curriculum is designed to meet three objectives:

- provide a fundamental understanding of the context and dynamics of the public sector.

- develop the generic management and analytical skills necessary for effective professional performance.
- offer opportunities for specialized study in a variety of substantive fields. [Ref. 6:p. 1]

b. Degree Requirements

Degree requirements for the Masters in Public Administration are:

- Completion of 40 semester hours of course work that includes four units of internship seminar and professional development coursework.
- Minimum 3.0 grade point average.

c. Area of Concentration/Electives

Electives and specialization must be taken from an approved list provided by the school.

TABLE 5

UNIVERSITY OF SOUTHERN CALIFORNIA
MASTER'S DEGREE IN PUBLIC ADMINISTRATION

Core Courses (24 units)

Public Administration and Society
Public Policy Analysis
Human Behavior in Public Organizations
Public Organization and Management
Finance of the Public Sector or Public Financial Management
Quantitative Analysis I or Research & Evaluation in Public Administration

Elective Courses (12 units)

Public Policy Implementation
Public Policy Evaluation
Organizational Development in Public Administration

Professioal Skills Courses (4 units)

Public Management Skills
Choice of two of the following 2-unit courses:

a. Management Analysis
b. Human Resources
c. Labor Relations
d. Budgeting
e. Public Entrepreneurship
f. Special Topics

Course descriptions are listed in Appendix F.

5. Syracuse University

At their Maxwell School of Citizenship and Public Affairs, Syracuse University offers an 18 month Master's Degree in Public Administration.

a. Mission and Purpose

When the Maxwell School was established in 1924, the mission was "to prepare selected men and women for careers in civic administration and research and for an intelligent official relation to the general public and modern public

organizations--local, state, and national." While the mission statement today is unchanged, the school now includes the university's social science department, international relations degree programs, and several interdisciplinary research programs. [Ref. 7:pp. 2-3]

b. Degree Requirements

The Master in Public Administration degree requirements are:

- Completion of 40 credits in approved graduate courses, of which 34 credits must be in the public administration field.
- Minimum 3.0 grade point average.

c. Area of Specialization/Electives

Fifteen elective credits are required from a list provided by the university.

TABLE 6

SYRACUSE UNIVERSITY
MASTER'S DEGREE IN PUBLIC ADMINISTRATION

Core Requirements (25 credits)

Introduction to Statistics
Quantitative Analysis for Public Policy Analysis
Public Administration and Democracy
Managerial Economics for Public Administrators
Public Budgeting
Organization Theory
Executive Leadership
Computers and Computing in the Public Sector
Workshop in Program of Study

Electives

National Defense: Military, Economic, and Cultural
National Planning and Capacity to Govern
Advanced National Planning
Science, Technology, and Public Policy
Public Policy and Program Evaluation
Government and Media: News, TV, Arts and Communication

A sampling of course descriptions at Syracuse is provided at Appendix G.

6. University of Texas

The University of Texas at Austin offers a Master's Degree in Public Affairs at their Lyndon B. Johnson School of Public Affairs. Full time students can complete the degree requirements in two years.

a. Mission and Purpose

The mission of the school is to prepare talented men and women for leadership positions in the public sector and to prepare them to apply their particular blend of talents and ambitions to a career that may move from public to private

sectors, from one level of government to another, or from one policy area to another. [Ref. 8:pp. 12-16]

b. Degree Requirements

The Master in Public Affairs degree requirements are:

- Completion of 52 academic credits plus a four credit summer internship.
- Minimum 3.0 grade point average.

c. Area of Concentration/Electives

Elective courses may be taken in other departments and schools within the university.

TABLE 7

UNIVERSITY OF TEXAS
MASTER'S DEGREE IN PUBLIC AFFAIRS

First Year (26 credits)

Policy Development
Public Financial Management
Operations Research or Systems Analysis
Policy Research Project
Public Administration and Management
Political Economy I
Applied Statistics or Applied Econometrics
Policy Research Project

Summer Internship (4 credits)

Second Year (26 credits)

Professional Report
Political Economy II
Elective
Policy Research Project
Professional Report
Elective
Elective
Policy Research Project

In contrast to public administration/affairs, public policy developed in the late 1960s and incorporates the theories and methods of political science, economics, statistics, as well as other social sciences. Public policy focuses on the environment, substance, and effects of policies. Bureaucracies and organizations are examined as sites for policy formulation, advocacy and implementation within its focused context. Programs in public policy will now be discussed.

B. MASTER'S DEGREE PROGRAMS IN PUBLIC POLICY

1. University of Michigan

The University of Michigan at Ann Arbor offers a Master's Degree Program in Public Policy (MPP) at their Institute of Public Policy Studies(IPPS). The program at the IPPS is interdisciplinary with a strong emphasis placed on analytical skills. Flexibility is provided to students as they pursue areas of specialization in that they are able to select courses from the other departments and programs at the University. The program is designed for a two year completion. [Ref. 9:pp. 1-3]

a. Mission and Purpose

The program is designed to build the intellectual groundwork and provide the analytic tools necessary for the effective practice of public policy.

b. Degree Requirements

The Master of Public Policy degree requirements are:

- Completion of 48 hours of graduate credit.
- Completion of a ten week summer internship.
- Minimum 3.0 grade point average.

c. Area of Concentration/Electives

Six three credit course electives from among the Institute's advanced offerings or from other departments and programs of the university are required.

TABLE 8

MICHIGAN UNIVERSITY MASTER'S DEGREE IN PUBLIC POLICY

First Year

Calculus
Statistics
Microeconomics
Political Environment of Policy Analysis
Benefit-Cost Analysis
Organizational Design
Advanced Analytic Methods I

Summer Internship

Second Year

Advanced Analytic Methods Course II
Advanced course in Political and Organizational Behavior
American Political Processes (elective)
Seminar in Public Administration and Policy (elective)
Policy Seminar
Policy Analysis and Development (elective)
Policy and Planning Implementation (elective)
Seminar in Comparative Foreign Policy (elective)

Note: All electives require prior approval.

A sampling of course descriptions is provided in Appendix H.

2. Harvard University

The Master's Degree in Public Policy Programs at Harvard is a two year program built upon the experience of what skills are most needed in government. The Public Policy program enables students to define problems, conceive and weigh alternatives using the best available evidence, and recommend courses of action. Through the frequent use of case studies, students are systematically exposed to the substantive problems of the private and public sector.

a. Mission and Purpose

The mission and purpose of the school is to:

- Train leaders for government--elected, appointed, and career. Whether they serve in executive departments, legislative, or institutions beyond government, they should be distinguished for their managerial competence, analytical skills, and institutional sense needed for distinguished public service.
- Create a deeper understanding of the major substantive issues of public choice through sustained problem-solving search that mobilizes the intellectual resources of the entire university.
- Serve as a focal point for the convening of leaders from government, business, labor, and other parts of the private sector to reason together about the major issues of national policy.

b. Degree Requirements

The requirements for a Masters Degree in Public Policy are:

- Completion of 18 units of academic credit.
- Minimum 3.0 grade point average.

c. Area of Concentration/Electives

Of the 18 total required credits, eight are elective and can be chosen from over 3000 courses at Harvard and nearby universities.

TABLE 9

HARVARD MASTER'S DEGREE IN PUBLIC POLICY

The First Year

Political and Organizational Analysis
Empirical Analysis I and II
Economics I
Managing Organization Production and Implementation
Methods for Decision-making
Making Public Policy: Values, Democracy, and Public Service
Workshop and Applications
General Purpose Forces
Defense Issues and Budgets

Spring Exercise

An intensive field assignment in policy and management analysis. Under joint supervision of a civilian sector client and a faculty adviser, students develop policy memoranda with recommendations and supporting analysis.

The Second Year

Economics II
Political Management and Institutional Leadership
The Management of Federal Policy Development
Seminar: Intelligence, Command, and Control
American Foreign Policy
News and Politics: The Changing Impact of the Press on Public Policy
Policy Analysis for Public Managers
Research Seminar in Public Management

3. University of California at Berkeley

The Graduate School of Public Policy (GSPP) at Berkeley offers a two year Master's Degree program in Public Policy. The GSPP is very selective and enrolls only 30-35 students per year, thus providing and emphasizing faculty to student interaction.

a. Mission and Purpose

The Master of Public Policy program emphasizes practical and applied dimensions of policy-making and implementation. Studies are designed to develop skills in:

- defining policy issues to make them more intelligible.
- providing a broader perspective for assessing policy alternatives.
- examining techniques for developing policy options and evaluating their social consequences.
- developing strategies for the successful implementation of public policies once they have been adopted. [Ref. 10:pp. 1-17]

b. Degree Requirements

The Master of Public Policy degree requirements are:

- Completion of 55-60 academic credits, of which 45 credits are core requirements.
- Minimum 3.0 grade point average.

c. Area of Concentration/Electives

Electives are determined by each student in consultation with a faculty adviser and can be taken from the full array of courses offered at Berkeley.

TABLE 10

UNIVERISTY OF CALIFORNIA AT BERKELEY
MASTER OF PUBLIC POLICY

The First Year

The Economics of Public Policy Analysis
Introduction to Policy Analysis
Law and Public Policy
Elective Course
Political & Organizational Aspects of Public Policy Analysis I
Decision Analysis, Modeling, and Quantitative Analysis I
Summer Policy Intern

The Second Year

Elective Course
Advanced Policy Analysis--Thesis
Advanced Policy Analysis Seminar
Elective Course
Political & Organizational. Aspects of Public Policy Analysis II
Elective Course
Elective Course

A description of public policy courses at Berkeley is provided in Appendix I.

4. University of Southern California

In addition to a Master's Degree in Public Administration, the School of Public Administration at USC also offers a Master's Degree in Public Policy. The Public Policy program is interdisciplinary and builds around the skills and knowledge required of public analysts.

a. Mission and Purpose

The mission of the public policy program at USC is to prepare people to make a difference by providing students

with the knowledge and techniques to solve complex problems concerning economic growth, rising medical costs, limiting government spending, etc. [Ref. 6:p. 14]

b. Degree Requirements

The degree requirements for a Master of Public Policy are:

- Completion of 48 hours of academic credit, of which eight are elective.
- Minimum of 3.0 grade point average.

c. Area of Concentration/Electives

The eight hours of elective credit are usually taken from a specialized area such as aging policy, development policy, government finance policy, and intergovernmental policy.

TABLE 11

UNIVERSITY OF SOUTHERN CALIFORNIA
MASTER OF PUBLIC POLICY

Analytic Skills

Public Managerial Economics
Quantitative Analysis I
Quantitative Analysis II

Management & Organization

Organizations & Public Policy
Human Behavior in Public Organizations OR
Public Organization & Management

The Policy Process

Public Policy Analysis
Public Policy Formulation
Public Policy Evaluation

Applications

Policy Analysis Practicum
Public Policy Paper
Two Specialization electives

5. Georgetown University

The Master of Public Policy program at Georgetown University is multi-disciplinary and is designed to meet the needs of those who desire a strong understanding in the political and economic dimensions of governmental policy-making, particularly those who plan a career in policy analysis in the public sector.

a. Mission and Purpose

The purpose of Georgetown's Master of Public Policy program is to provide the fundamental knowledge that

allows students to focus upon public policy applications and provide an opportunity to interact and learn from public policy experts drawn from government, academia, and the private sector. [Ref. 11:pp. 71-73]

b. Degree Requirements

The requirements for a Master of Public Policy degree are:

- Completion of 42 semester of graduate study.
- Pass a comprehensive written examination after completion of all course requirements.
- Minimum 3.0 grade point average.

c. Area of Concentration/Electives

Five three-credit electives are required and must be taken from a specific list provided by the university.

TABLE 12

GEORGETOWN UNIVERSITY MASTER OF PUBLIC POLICY

Required Courses in Political Science (18 credits)

American Public Policy Process
Analysis of Political Data
Introduction to Public Policy Analysis
Political Theory and Public Policy
Methods of Policy Analysis
Research Practicum: Policy Assessment

Required Courses in Economics (9 credits)

Introduction to Microtheory
Introduction to Macrotheory
Public Finance

Electives (15 credits)

Law, Democratic Values, and Public Policy
Congress and Public Policy
The Formation of American Foreign Policy
Legislative Process
U.S. Federalism and Intergovernmental Affairs
The Media in American Politics

A sample of Georgetown course descriptions is provided in Appendix J.

Another top ten university in Morgan's article is Indiana University. Indiana only offers an MBA and not a degree in public administration/affairs or public policy. The program for this school is provided for information only and will not be used when the programs are compared.

6. Indiana University

The University School of Business at Bloomington Offers a Master's Degree of Business Administration (MBA) with over 40 career paths, which includes public policy.

a. Mission and Goal

The basic philosophy of the Indiana MBA program recognizes that management policy and procedures are subject to change over time. Thus, the School emphasizes principles and decision-making techniques rather than procedures which are subject to obsolescence. [Ref. 12:p. 4]

b. Degree Requirements

The MBA program degree requirements are:

- Completion of 51-53 credit hours.
- Minimum 3.0 grade point average.

c. Area of Concentration/Electives

Electives are taken from a list provided by the uniiversity. Additionally a breadth elective taken outside the student's area of concentration must be selected.

TABLE 13

INDIANA UNIVERSITY MBA COURSE REQUIREMENTS

First Semester

A501 Financial Accounting and Reporting
A502 Managerial Accounting
G500 Managerial Economics
X500 Managerial Communications
Z504 Organizational Behavior & Theory

Second Semester

F502 Management of Business Finance
M502 Marketing Management
P502 Operations Management
K505 Quantitative Decision Models

Third Semester

G509 Analysis of Business Conditions
S504 Information Technology for Managers
Two Major Courses
Breadth Elective

Fourth Semester

J518 Administrative Policy
L506 Legal Concepts Trends Affecting Business
Two Major Courses

While there are many similarities in the various programs of interest, the opportunity to select courses from a broad range of electives does not permit identifying a representative program. However, representative core courses can be identified and will be compared to Naval Postgraduate School courses in the next chapter.

III. COMPARISON OF ELECTIVE COURSES

To better visualize the similarities in the aforementioned programs, core requirements were divided into four distinct categories: organization and management; economics; analytic skills; and policy analysis. A fifth category, "financial management and budgeting" was included for public administration/affairs programs, and the category "other" was included for public policy programs. This extra category was created because not all courses can be grouped into the four basic categories.

Organization and management courses are concerned with the theory and practices of management in any organization. Economics courses provide the theory and knowledge to discuss economic problems on the micro and macro levels. Analytic skills provide the fundamental requirements in statistics and quantitative analysis to analyze and interpret data. Policy analysis courses provide the analytic theory necessary to participate in policy development, formulation, and evaluation.

The results are displayed in Tables 14 and 15.

TABLE 14

MASTER OF PUBLIC ADMINISTRATION/AFFAIRS
CORE REQUIREMENTS IN SEVEN PROGRAMS

	Organization & Management	Economics	Analytic Skills & Methods
Harvard (MPA)	Making Public Policy Managing Org Production and Implementation Political Management and Institutional Leadership	Economics I Economics II	Empirical Analysis I Empirical Analysis II Methods for Decision-Making
Princeton (MPA)	Political Org and Analysis International Politics	Microeconomics Macroeconomics	Quantitative Analysis
Pittsburgh (MPA)	Administration of Public Affairs Administration Theory Personnel Management		Quantitative Analysis Research Methods Communications and Computer Applications
Pittsburgh (MPIA)		Macroeconomics International Political Economy	Quantitative Analysis Research Methods
USC (MPA)	Public Administration and Society Human Behavior in Public Org's Public Org and Management		Quantitative Analysis
Syracuse (MPA)	Public Admin & Democracy Org Theory Executive Leadership	Managerial Economics	Introduction to Statistics Computers and Computing
Texas (MPA)	Public Administration and Management	Political Economy I Political Economy II	Operations Research Econometrics

TABLE 14 (CONTINUED)

	Policy Analysis	Financial Management and Budgeting
Harvard (MPA)	Political and Organizational Analysis	
Princeton (MPA)		
Pittsburgh (MPA)	Policy Analysis and Evaluation	Financial Management
Pittsburgh (MPIA)	Policy Analysis and Evaluation Theory and Practice of International Affairs Foreign Policy Processes	
USC (MPA)	Public Policy Analysis	Public Financial Management
Syracuse (MPA)	Quantitative Analysis for Policy Analysis	Public Budgeting
Texas (MPA)		Public Financial Management

TABLE 15

MASTER OF PUBLIC POLICY
CORE REQUIREMENTS IN FIVE PROGRAMS

	Organization & Management	Economics	Analytic Skills & Methods
Michigan (MPP)	Organizational Design Advanced Political and Organizational Behavior	Microeconomics	Benefit-Cost Analysis
Harvard (MPP)	Making Public Policy Managing Org Production and Implementation Political Management and Institutional Leadership Political and Org Analysis	Economics I Economics II	Empirical Analysis I Empirical Analysis II Methods for Decision Making
Cal Berkeley (MPP)	Political and Organizational Aspects of Public Policy Analysis I & II	Economics of Public Policy Analysis	Quantitative Analysis
USC (MPP)	Organization and Public Policy Human Behavior in Public Organizations	Public Managerial Economics	Quantitative Analysis I Quantitative Analysis II
Georgetown (MPP)	American Public Policy Processes	Microeconomics Macroeconomics	Analysis of Political Data

TABLE 15 (CONTINUED)

	Policy Analysis	Other
Michigan (MPP)	Political Environment of Policy Analysis	
Harvard (MPP)		
Cal Berkeley (MPP)	Intro to Policy Analysis Advanced Policy Analysis Seminar	Law and Public Policy
USC (MPP)	Public Policy Analysis Public Policy Formulation Public Policy Evaluation	
Georgetown (MPP)	Intro to Public Policy Analysis Methods of Policy Analysis	Public Finance Political Theory and Public Policy

After reviewing Tables 14 and 15, it is relatively easy to identify core requirements for a "representative" Master's Degree in Public Affairs/Administration and for a "representative" Master's Degree program in Public Policy. This information is displayed in Table 16.

TABLE 16

REPRESENTATIVE CORE REQUIREMENTS

Master of Public Affairs/Administration

Organization & Management	Economics	Analytic Methods and Skills
Course on Org Theory	Microeconomics	Statistics
Course on Public Admin	Macroeconomics	Quantitative Analysis I
		Quantitative Analysis II

Policy Analysis	Financial Management and Budgeting
Policy Analysis or Policy Development	A course in Financial Management

Master of Public Policy

Organization & Management	Economics	Analytic Methods and Skills
Organizational Design	Microeconomics	Quantitative Analysis I
Policy & Org Analysis	Macroeconomics	Quantitative Analysis II

Policy Analysis	Other
Public Policy Analysis	Course in Political Theory

Now that representative core requirements for programs in public administration/affairs and public policy for the top universities have been identified, it is now desirable to compare them to the core requirements of management programs at the Naval Postgraduate School.

Naval Postgraduate School programs which offer a Master of Science Management Degree are:

- Transportation Logistics Management (813).
- Transportation Management (814).
- Acquisition and Contract Management (815).
- Defense Systems Analysis (DoD) (817).
- Systems Inventory Management (819).
- Financial Management (837).
- Manpower, Personnel, and Training Analysis (847).

These programs are described in Appendices K through Q.

The core requirements of the seven programs at NPGS are listed in Table 17.

Comparing Tables 16 and 17 yields a not so surprising result. Naval Postgraduate School Master of Science programs require more core courses than those of the top universities of interest. Additionally, courses offered at NPS closely match those required by the top universities. Exceptions are a policy-related management course such as Political Theory and a course in Political and Organizational Analysis which are required by most of the programs. <u>All</u> other core courses

TABLE 17

NAVAL POSTGRADUATE SCHOOL
MASTER OF SCIENCE CORE REQUIREMENTS

Organization and Management	Economics	Analytic Skills
Managerial Communication Skills	Economic Decision-Making	Math for Management
Organization and Management	Microeconomic Theory	Statistics Analysis for Management I
		Statistics Analysis for Management II
		Operations Research for Management

Policy Analysis	Other
Public Policy Practices	Management Information Systems
Management Policy	Financial Accounting
Policy Analysis	Managerial Accounting

required by the top universities are taught at NPS as part of one of the seven management programs.

The program that allows the most flexibility with regard to electives is the Defense Systems Analysis program available to DoD civilians while the most analytic program is Manpower, Personnel, and Training Analysis which requires course work in economics, statistics, and econometrics.

Analyzing and comparing core requirements at various universities is a straightforward process. A more complex

issue is the comparison of elective courses, complex because of the various and numerous courses that are available at public sector universities.

The public administration/affairs and public policy programs discussed in Chapter II will now be reviewed with respect to defense related elective courses, if defense related courses are available in the respective programs.

A. HARVARD UNIVERSITY

Harvard University prides itself on the fact that over 3000 elective courses are available to graduate students. Elective courses available to both public administration and public policy students include: General Purpose Forces; Defense Issues and Budgets; the Management of Federal Policy Development; American Foreign Policy; a seminar in Intelligence, Command, and Control; Media, Government, and Society; and Governing in a Democracy.

B. PRINCETON UNIVERSITY

Princeton University offers over 100 elective courses to its public affairs graduate students. Defense-related electives include: Studies in American Foreign Policy; Soviet Foreign Policy; Studies in Military Policy; Congress and Public Policy; International Politics; and Force Planning and Defense Budgeting.

C. UNIVERISTY OF PITTSBURGH

The University of Pittsburgh offers over 120 elective courses at their Graduate School of Public and International Affairs. Defense-related electives include: Strategic Management; Management Information Systems in Government; Defense Policies; Foreign Policy Processes; New Weapons Technology; and Nuclear Weapons and International Politics.

D. UNIVERSITY OF SOUTHERN CALIFORNIA

The School of Public Administration at USC offers the following defense-related elective courses: Issues in National Security Administration; Intergovernmental Management; Federal Perspective; Science, Technology, and Government; and Presidency, Congress,and the Bureaucracy.

E. SYRACUSE UNIVERSITY

The Maxwell School of Citizenship and Public Affairs offers the following defense related elective courses: National Defense-Military, Economic, and Cultural; National Planning and Capacity to Govern; Advanced National Planning and Capacity to Govern; Congress and the Presidency; International Conflict and Peace; Science, Technology, and Public Policy; and Government and the Media.

F. UNIVERSITY OF MICHIGAN

Defense-related electives at the University of Michigan include: Media and Government, a Seminar on World Politics;

and various political science courses focusing on specific geographic world locations such as the Middle East and Central America. Most public policy electives at Michigan are focused toward private and public sector organizations and not defense.

G. UNIVERSITY OF CALIFORNIA AT BERKELEY

The electives at Berkeley, like those at Michigan, focus on private and public sector organizations. Courses that could be defense-related include: International Development Administration and Intergovernmental Management--Federal Perspective.

H. GEORGETOWN UNIVERSITY

Defense-related electives at Georgetown include: the Media in American Politics; Politics of the Budgetary Process; U.S. Federalism and Intergovernmental Affairs, and Congress and Public Policy.

The defense-related elective courses are varied but there are commonalities. These include: a course on Congress and the Presidency; a Course on the Defense Budget; a course on Science, Technology, and Government; a course in National Force Planning; and a course concerning Government and the Media. Additionally, many universities offer a variety of courses in international affairs that focus on specific world locations.

I. NAVAL POSTGRADUATE SCHOOL

A discussion question at this point is whether the Naval Postgraduate School offers any courses similar to the common defense related courses? The answer is unquestionably "yes." The defense-related offerings are far greater in number at NPS than at any of the civilian universities.

Defense-related courses in the Administrative Sciences Department at the Naval Postgraduate School include: Military Sociology; Policy Analysis; Financial Management in the Armed Forces; and the Military Health Care Delivery System and Analysis. The Naval Postgraduate School Department of National Security Affairs offers defense-related courses which include: Maritime Strategy; Intelligence and the Military; The role of Superpowers in the Third World; The International for Strategic Planning; Strategic Planning and U.S. National Security Policy; Defense Resource Allocation; Nuclear Weapons and Foreign Policy; Science, Technology, and Public Policy; and various courses in national security affairs that focus on specific areas of the world.

Courses not offered at the Naval Postgraduate School in comparison to the other institutions in question are Congress and the Presidency, and Government and the Media.

While analyzing programs by comparing courses is a relatively easy task, a more appropriate question is what are the strengths and weaknesses of Naval Postgraduate School

programs compared to the top public and private sector programs?

The strengths of NPGS programs are:

- NPGS management curricula have comprehensive programs that offer and require courses not often part of private sector programs. Examples are a mandatory course in Management Information Systems, and two courses related to financial management.

- The average number of credits for a Master of Science degree at NPS is 87 with 12 hours of thesis time allotted compared to 43.5 average hours for the seven public administration/affairs programs and 45.8 average hours for the five public policy programs.

- More emphasis is placed on mathematics and mathematics-based courses. The Naval Postgraduate School requires an average of four courses in analytic skills while most private and public sector universities require two analytic courses.

- A thesis is required at the Naval Postgraduate School. Only Berkeley requires a thesis as part of their degree requirements while it is optional at Pittsburgh. Harvard and Princeton require an in-depth research paper during the summer internships.

- With respect to defense management, access to the top policy DoD civilians and military flag officers or their staffs is readily available.

- Students usually have between three and 13 years of work experience prior to assignment to NPS. Discussion and classroom participation can be based on first-hand knowledge of a particular area.

- The faculty is experienced in the many interest areas of DoD activities.

- Thesis topics are almost entirely dedicated to areas and ideas that provide relatively inexpensive research to DoD organizations.

Weaknesses of NPGS programs are:

- A comprehensive required core program does not permit selection of a large number of elective courses. With the exception of NPS curriculum 817, Defense Systems

Analysis, the average number of electives for the remaining six NPS management programs is 1.3 compared to 5.3 for civilian public administration and public policy programs.

- An internship or experience tour is not part of any NPS management program, but is required by Harvard, Berkeley, Michigan, and is optional at Syracuse and Pittsburgh.

- Use of case studies, which are part of the programs at the top universities, is not an integral part of any of the management programs at the Naval Postgraduate School.

The comparison of core and elective courses at the top universities and the Naval Postgraduate School clearly shows that most of the courses offered by the top programs, in the context of this thesis, are offered at the Naval Postgraduate School.

However, there are other factors, beside courses, that must be considered before proposing or implementing a new program at NPS. For example, can a Navy subspecialty code be justified? Is there a particular branch of the Chief of Operations that would want graduates of a public administration/policy analysis program in their organization? Do service colleges such as the Naval War College or the National War College educate our officers in the area of defense policy and if they do, would there be a duplication of effort?

These important questions form the basis and will be discussed in Chapter IV. In addition, the chapter will have a discussion on Navy subspecialty codes, codes that identify specific graduate study, sponsorship of a Defense Management

Program, and duplication of efforts, if any, at the Naval War College and the National Defense University.

IV. OFFICER SUBSPECIALTY CODES

Before any new curriculum at the Naval Postgraduate School can be established, manpower officials must agree that a new subspecialty code is justified. Since subspecialty codes are a small part of the Navy Officer Subspecialty System, it is now desirable to provide a discussion of that system. The information which follows is taken from Part E of NAVPERS Instruction 15839F, informally called the NOCMAN. Part E is provided in its entirety as Appendix R.

A. OFFICER SUBSPECIALTY SYSTEM

> The Officer Subspecialty System is an integrated manpower classification and control system which establishes criteria and procedures for identifying officer requirements for advanced education, functional training and significant experience in various fields and disciplines. Similarly, the Subspecialty System is used to identify those officers who acquire these qualifications. In addition to identifying qualitative manpower needs, the subspecialty system is used as the basis for generating the Navy's advanced education and training program requirements. [Ref. 13:p. E-1]

Any job in the Navy, whether at sea or ashore, is called a billet. With respect to officers, the billets are of two types: uncoded billets which do not require unique training, education, or experience; and coded billets, which do require specific training, education, or experience.

Coded billets are identified by specific subspecialty codes (SSP) which consist of five characters, four numerals and an alphabetic suffix. The subspecialty codes are

applicable to Unrestricted Line Officers, Restricted Line Officers, and Staff Corps Officers in the grade of Lieutenant Commander through Captain.

A subspecialty code for an Unrestricted Line Officer is described as follows:

- The first two numbers or first subset denote functional fields 20xx through 90xx. The functional fields are listed on page 11 of Appendix R. Examples are 20xx (Public Affairs), 30xx (Intelligence), 70xx (Pol-Mil/Strategic Planning), and 80xx (Logistics).

- The next two numerals or second subset, xx1x through xx9x, reflect any formal education, training, or experience required by the billets. Additionally, the second subset identifies any education, training, or experience acquired by the officer. Examples are xx25 (International Negotiation), xx36 (Manpower and Personnel Training) and xx45 (Command and Control).

- The fifth character, an alphabetic suffix, indicates the level of education, training, or experience and further describes the second subset. Examples are "C" (Doctorate), "M" (Post Master's Degree), "Q" (Master's Degree), and "R" (Significant Experience).

Examples of subspecialty codes are provided in Table 18.

The main focus of this thesis centers on Public Policy and Public Affairs/Administration graduate degree programs. Currently, there are no subspecialty codes used to identify specific education in these areas of study. A logical question, then would be, "Is there a method to request establishment of a new subspecialty code that reflects earning a Master's Degree in Public Policy or Public Administration/ Affairs"?

Simply put, the answer is yes, and the format is provided on pages three and four of Ref. 13. The formatted request,

TABLE 18

SUBSPECIALTY CODE EXAMPLES

First Subset	Second Subset	Suffix
00	33	P
90	95	Q
60	42	R
70	68	G

0033P--Master's level in Manpower, Personnel, and Training Analysis

9095Q--Proven Subspecialist, Master's level education in Computer Systems Management, experience in Manpower/ Personnel field.

6042R--Proven subspecialist in Operations Analysis, significant experience in the fields of Plans and Programs.

7068G--Functional education in Strategic Weapons (FBM) with experience in Strategic Plans.

which is submitted to the office of the Chief of Naval Operations, OP-114, is provided in Table 19. All information will refer to the establishment of a subspecialty code in Defense Management by offering a Master's Degree in Public Policy or Public Administration/Affairs at the Naval Postgraduate School.

When completed, Table 19 will look as follows with respect to the establishment of a new SSp code at the Naval Postgraduate School.

Line (a) will list the functional field as 70xx or 90xx, the proposed title of the SSP code will be Defense Management,

TABLE 19

RECOMMENDATION TO ESTABLISH SUBSPECIALTIES

(a) Recommended functional field, title, and primary consultant.

(b) Any corresponding notes.

(c) List of applicable education/training/experience field codes.

(d) List of designators that can hold SSP codes.

(e) Funding Implications.

(f) Number and location of billets by activity type that will be identified by the proposed SSP.

(g) Information on how the qualifications are presently identified (only required for training commands).

(h) Education curriculum or training programs that will support educational or training requirements.

(i) Problem areas.

(j) Justification.

(k) Reserve Implications.

(l) Point of Contact.

and OP-01 and OP-06 will be the recommended sponsors. Line (b) will address any changes to the instruction. In this case, new codes xx28 and xx34 will be recommended on page E-12. Line (c) will list the SSp codes as xx28 and xx34.

Additionally, line (d) will list all Unrestricted Line Officers as designators that can hold the new SSP codes. The next line identifies an addition of an associate or adjunct professor as a funding consideration. Line (f) will recommend various billets such as positions in the Joints Chiefs of

Staff such as J-1 (Manpower management division) and J-5 (Strategic Planning and policies). Additionally, positions in the Office of the Chief of Naval Operations OP-01 (Organizational matters and administrative services), and OP-06 (Plans, Policy, and Command Organization Branch) are locations where officers with this SSP code can realistically expect to be assigned.

Line (h) will indicate that a new program in Defense Management can be implemented at the Naval Postgraduate School because the professors and courses are already available. The program can be completed in 18 months.

The most important line is (j), the justification which should state that the SSP will provide a cadre of officers who will receive a Master's Degree in Public Affairs/ Administration or Public Policy that focuses on defense management. Sources for this degree are the NPS and various accredited civilian universities. Although some officers will receive education in defense management issues at various service colleges, they will not earn a master's degree. This code will provide designated officers with the education to participate in various defense management and policy issues in the top levels of the Navy, for the Joint Chiefs of Staff, and for the top levels of government.

There are no known reserve implications. Finally, the point of contact should be designated by someone knowledgeable in the development of the new curriculum.

While the above recommendation provides the formal steps in requesting a new subspecialty code, informal discussions between the requesting activity and proposed sponsors can prove invaluable before the request is formally distributed by OP-114 for comment and recommendations.

B. DUPLICATION OF EFFORTS

From a purely academic point of view, a program in Defense Management at the Naval Postgraduate School is appealing. However, it must be noted that there would be some duplication of effort with respect to non-degree courses of study at the Naval War College in Newport, Rhode Island and the National Defense University in Washington, D.C. Although not degree granting institutions, these service colleges teach comprehensive coursework in defense policy, but not in public administration or management.

C. THE NAVAL WAR COLLEGE

The Naval War College offers non-degree programs for mid-grade and senior grade officers, and civilian students in a three phase program--Policy and Strategy, National Security Decisionmaking, and Joint Military Operations. The Policy and Strategy curriculum provides students with the tools for evaluating current strategy, for formulating new strategy, and for undertaking conditions that must be satisfied to have strategies which support and achieves our nation's political objectives. [Ref. 13:p. 15]

The National Security Decisionmaking curriculum places emphasis on preparing officers and civilians for future senior command and staff alignments. Areas related for study are:

- The economic, political and military environment affecting national security.
- Major military force planning concepts, issues and choices.
- Methods for analyzing unstructured force-related problems with high uncertainty.
- Influences on policy formulation, decision making and implementation.
- Management control issues involved in large national security organizations. [Ref. 12: pp. 16-17]

Finally, the Joint Military Operations curriculum prepares officers to understand and successfully conduct joint military operations. Emphasis is placed on how military officers achieve military objectives, in support of military strategy. Additional emphasis is placed on how the joint commander organizes and coordinates the assets of all services to achieve national objectives. [Ref. 12: p. 12]

D. NATIONAL DEFENSE UNIVERSITY

The National Defense University conducts a course of study that emphasizes excellence in professional military education and research in essential elements of national security.

Comprised of two senior colleges, the National War College and the Industrial College of the Armed Forces, the National Defense University focuses its course of study on national

security policy formulation, military strategy development, mobilization, management of resources for national security, and planning for joint and combined operations. Also part of the National Defense University is the Armed Forces Staff College in Norfolk, Virginia which offers short duration courses in joint operations.

E. NATIONAL WAR COLLEGE

The purpose of the National War College is to "conduct a senior-level course of study in national security policy formulation and implementation to prepare selected military officers and federal officials for high-level command and staff responsibilities." [Ref. 13: p. 39]

The Curriculum is designed to enhance the student's knowledge of national security matters and to sharpen analytic skills through the use of core courses, electives and field studies.

The core program addresses domestic and international contexts within which policy and strategy are developed. Areas of study are War and Diplomacy, National Security Policy, and United States Defense Policy and Military Strategy. Additionally six electives are required and can be taken at the Industrial College of the Armed Forces.

F. INDUSTRIAL COLLEGE OF THE ARMED FORCES

The mission of ICAF is "to produce senior military and civilian officials for positions of high trust and leadership

in the Federal Government who understand how a nation creates military strength from the economic and societal elements of national power--future leaders who ensure our national security objectives and strategy are credible." [Ref. 13:p. 25]

The curriculum at ICAF contains core courses, elective courses, and a research program. At the end of each of the five distinct phases, students must individually answer comprehensive questions spanning the material covered. These questions are both written and oral.

Phase one concentrates on Decisionmaking at the National Level. Phase two studies International Security and National Power. Phase three deals with Force Determination. Phase four focuses on Force Generation. Finally, Phase five concentrates on Force Employment (Joint and Combined Warfighting).

Electives relating to Defense Policy at the National War College and the Industrial College of the Armed Forces include:

- Approaches to Strategy and Strategic Analysis I and II.
- Nato: Defense Perspective.
- Maritime Strategy.
- The Role of Arms Control in National Security Policy.
- The Art and Science of Defense.
- The Political Use of Military Power.
- Information, the Media, and National Security.

- The Presidency and National Security.
- Congress and National Security.
- The Politics of the Budget.
- Various foreign area courses in national security-related studies.

Although the programs at these service colleges are highly regarded, curriculums at the Naval War College and the National Defense University are dynamic and are currently under revision.

The courses of study at both service colleges clearly parallel the courses of study (with defense-related electives), of various civilian Public Administration/Affairs and Public Policy programs described in Chapters II and III. More importantly, the courses will duplicate some coursework of the Naval Postgraduate School, if a Public Policy or Public Administration/Affairs program were implemented. However, duplication of coursework is not necessarily "bad."

While both NWC and ICAF courses are designed for senior officers, a Public Policy or Public Administration/Affairs program at NPS will typically educate officers with between three and 12 years of commissioned service.

By studying a curriculum in Defense Management at the Naval Postgraduate School, selected officers will earn a SSP code that will allow them to fill billets in the defense department that relate to defense management and defense policy issues. These mid-level managers will possess the

tools to participate in a broad range of topics that not only include defense policy, but public administration as well.

For example, officers in OP-01 who work on issues such as pay, compensation, or recruiting, issues that relate to the public and private sector, would find a degree in Public Administration/Affairs or Public Policy extremely beneficial.

If officers and federal officials are introduced to defense management and public administration issues relatively early in their careers, the senior service colleges can provide reinforcement, in some cases, and greater in-depth study of defense management issues. As a result, the military will be developing a broader cadre of officers who possess the education to perform in defense management positions not only at mid-grade levels but at the senior grades in the highest levels of government.

V. SUMMARY AND CONCLUSIONS

The main question of this thesis--Is it feasible for the Naval Postgraduate to offer a master's degree with a concentration or focus on defense management or policy, can now be addressed.

As discussed in Chapter I, feasibility for this thesis is determined by answering the following questions:

- What curricula in policy fields are offered by the top civilian universities in the United States? The top ten public affairs/administration and public policy programs were identified using Morgan's article and the core and defense related electives were identified.

- After reviewing the top program curricula, are there identical of similar courses offered at the Naval Postgraduate School? Comparison of the top ten programs to the management curricula at NPS revealed that the core courses of the civilian universities described in Chapter III are currently offered at NPS. Additionally, many electives taught at the top ten programs are available as electives at NPS.

- Which courses would need to be added to the Naval Postgraduate School's list of courses to make them comparable to the top civilian programs in the country? With the exception of a course in political science, all other courses are available at NPS.

- Would there be duplication with respect to programs offered at junior and senior service colleges? The average student is a junior officer at NPS and a mid-grade or senior officer at the junior and senior service colleges. Additionally, since only the curricula at NPS are accredited, there would not be a duplication of effort of service college programs.

- How would the program be administered at the Naval Postgraduate School? The program should be administered as part of the Management Sciences curricula, although some of the electives are part of the National Security Affairs program.

- Finally, who in the Navy could sponsor a Defense Management program and should there be a new subspecialty code that identifies specialized graduate education in public management or public policy? Sponsorship could be provided by either OP-01 or OP-06 and a subspecialty code in defense management should be recommended to Op-114.

The answer to the question concerning feasibility of a defense management program at NPS is clearly yes for the following reasons:

- All courses for a public administration or public policy program with defense electives are currently available at the Naval Postgraduate School.

- Access to defense issues and leaders in the defense department is readily available, allowing for the discussion of current information in the classrooms.

- Guest speakers and lecturers from all levels and types of DoD organizations are accessible.

- Classified material and courses are available at NPS.

- A faculty familiar with DoD terminology, organization, and activities is a unique asset.

- The list of defense related electives surpasses those offered at private and public sector universities.

- There would not be duplication of effort with respect to the Naval War College and the National Defense University because courses offered at these service colleges are not degree-related. Additionally, the students at NPS, on average, represent junior officers while the service colleges students are mid-level and senior level officers.

- program in Defense Management can be implemented with ease.

Thus, it has been clearly shown that a defense management program is feasible and could be implemented at the Naval Postgraduate School.

APPENDIX A

HARVARD UNIVERSITY RATIONALE FOR STUDYING PUBLIC POLICY

The following passage is quoted verbatim from the Harvard University's John F. Kennedy School of Government 1988-89 catalogue explaining the rationale for studying public policy and public administration.

> The challenge of the modern world is government. From avoiding nuclear war to achieving a just peace in the Middle East, from meeting demands for equal opportunity to building more livable cities, from making the American economy more competitive to providing international economic development --society's toughest jobs fall on the shoulders of public officials.
>
> None of these problems will solve themselves if left alone. None can be solved by government acting alone. The authors of the American Constitution articulated the fundamental dilemma of responsible government. On one hand they instituted government as society's chief agent for the common good. Without government how could citizens hope to establish justice? Ensure domestic tranquility? Provide for the common defense? Promote the general welfare? Secure the blessings of liberty?
>
> The framers of the American Constitution were also acutely conscious that in establishing a government powerful enough to serve these common interests, they were creating risks of irresponsibility. Such a government might exercise authority capriciously, intrude unnecessarily, chose improper means, or simply fail to do its job effectively.
>
> To cope with this dilemma, they established a system of power shared among executive, legislative, and judicial branches; among federal, state, and local governments; among public and private actors throughout society.
>
> This fact of shared power defines the <u>special challenge</u> for those who respond to the call of public service. That challenge is to shape frameworks that encourage effective working relations among the holders of power--public and private. Whether the issue is promoting employment,

recreating international financial institutions, or assuring stable economic growth, public problems-solvers must enlist the energies of leaders from all sectors of society in the search for solutions.

The key questions are: Who is competent to address these overriding problems of public policy? Who will provide the leadership necessary to solve them? How can such competence and leadership be developed?

Unfortunately, until recently, major problems of governance have not been the focus of sustained examination. American society has not invested in capturing the lessons learned by its most effective public problem solvers.

Public and private leaders in some cities have learned to solve many of these problems effectively. But does our society capture these lessons, document them, analyze them, and communicate them to others? All too rarely. The same is true of our experience in foreign aid, defense management, environmental protection, energy conservation, and the many other critical issues that confront our society.

As Harvard President Derek Bok has written, "The problems facing society today that public leaders confront in discharging their responsibilities are among the most difficult and intricate ever faced. The agencies that these leaders must administer to carry out the nation's policies are among the largest and most unwieldy ever created."

Yet, despite the difficulty of the issues and the difficulty of managing our public institutions, we have not had a tradition of serious, careful, preparation for positions of public leadership comparable to the preparation provided for those entering our great private professions. This is the principal missing link in American higher education today.

Furthermore, in contrast to business education, for example, training for public life requires a deep understanding of the political and constitutional environment in which authority and power are broadly diffused. While both business and government are concerned with efficient management, the instruments wielded by a business executive are more often the constraints within which the public managers must work. The business executive can usually redefine the organization's goals, change its structure, and shift its personnel. Public managers, on the other hand, must have skills that permit them to operate within goals set by legislation, an organizational structure

controlled by the legislature, personnel protected by the civil service system, and the steady and pervasive pressure of politics.

Moreover, in contrast to the law's emphasis on adversarial process, public policy training emphasizes skills in negotiation and consensus building.

Traditional graduate programs in political science and economics concentrate on the theoretical concerns of those disciplines. Emphasizing rigors, sometimes regardless of relevance, can lead to a preoccupation with issues of scholarly merit but limited practical application.

The public official's primary concern is not knowledge for its own sake,but the application of knowledge to the formulation and execution of public policies. This task differs greatly from theorizing. It requires an understanding of the constraints imposed by bureaucracy and politics, the intricacies of policy implementation, and the managerial and administrative skills needed to produce successful outcomes. That kind of knowledge is often a peripheral concern of the traditional academic disciplines. [Ref. 3:pp. 1-7]

APPENDIX B

NATIONAL ASSOCIATION OF SCHOOLS/PUBLIC AFFAIRS AND ADMINISTRATION ANNUAL ROSTER OF ACCREDITED PROGRAMS
AUGUST 1, 1989

STATE	UNIVERSITY/DEGREE(S)
ALABAMA	
	Auburn University, Montgomery Department of Government MASTER OF PUBLIC ADMINISTRATION
	University of Alabama, Birmingham Department of Political Science MASTER OF PUBLIC ADMINISTRATION
ARIZONA	
	Arizona State University, Tempe Center for Public Affairs MASTER OF PUBLIC ADMINISTRATION
	University of Arizona, Tucson Department of Public Policy, Planning and Administration MASTER OF PUBLIC ADMINISTRATION
CALIFORNIA	
	California State College, Bakersfield Department of Public Policy and Administration MASTER OF PUBLIC ADMINISTRATION MASTER OF SCIENCE IN ADMINISTRATION-- HEALTH CARE MANAGEMENT
	California State University, Stanislaus Department of Politics and Public Administration MASTER OF PUBLIC ADMINISTRATION
	California State University, Dominguez Hills Department of Public Administration MASTER OF PUBLIC ADMINISTRATION
	California State University, Fullerton Department of Political Science MASTER OF PUBLIC ADMINISTRATION

California State University, Hayward
Department of Public Administration
MASTER OF PUBLIC ADMINISTRATION

California State University, Long Beach
Center of Public Policy and Administration
MASTER OF PUBLIC ADMINISTRATION

California State University, Los Angeles
Department of Political Science
MASTER OF SCIENCE IN PUBLIC ADMINISTRATION

Naval Postgraduate School, Monterey
Department of Administrative Sciences
MASTER OF SCIENCE IN MANAGEMENT

San Diego State University, San Diego
School of Public Administration and Urban Studies
MASTER OF PUBLIC ADMINISTRATION

University of Southern California, Los Angeles
School of Public Administration
MASTER OF PUBLIC ADMINISTRATION

COLORADO

University of Colorado, Denver
Graduate School of Public Affairs
MASTER OF PUBLIC ADMINISTRATION

CONNECTICUT

University of Connecticut, Storrs
Master of Public Affairs Program
MASTER OF PUBLIC AFFAIRS

DELAWARE

University of Delaware, Newark
Institute of Public & Urban Affairs
MASTER OF PUBLIC ADMINISTRATION

DISTRICT OF COLUMBIA

The American University, Washington
School of Public Affairs
MASTER OF PUBLIC ADMINISTRATION

George Washington University, Washington
Department of Public Administration
MASTER OF PUBLIC ADMINISTRATION

Howard University, Washington
School of Business & Public Administration
MASTER OF PUBLIC ADMINISTRATION

FLORIDA

Florida Atlantic University, Boca Raton
Master of Public Administration Program
MASTER OF PUBLIC ADMINISTRATION

Florida International University, North Miami
Department of Public Affairs & Services
MASTER OF PUBLIC ADMINISTRATION

Florida State University, Tallahassee
Department of Public Administration
MASTER OF SCIENCE IN PUBLIC ADMINISTRATION

University of South Florida
Public Administration Program
MASTER OF PUBLIC ADMINISTRATION

University of West Florida, Pensacola
Department of Political Science
MASTER OF PUBLIC ADMINISTRATION

GEORGIA

Georgia State University, Atlanta
Institute of Public Administration
MASTER OF PUBLIC ADMINISTRATION

University of Georgia, Athens
Department of Political Science
MASTER OF PUBLIC ADMINISTRATION

ILLINOIS

Northern Illinois University, DeKalb
Division of Public Administration
Department of Political Science
MASTER OF ARTS IN PUBLIC AFFAIRS

Sangamon State University, Springfield
School of Public Affairs & Administration
MASTER OF PUBLIC ADMINISTRATION

Southern Illinois University, Carbondale
Department of Political Science
MASTER OF PUBLIC AFFAIRS

University of Illinois at Chicago
Graduate Program in Public Administration
MASTER OF PUBLIC ADMINISTRATION

INDIANA

Indiana University, Bloomington
School of Public & Environmental Affairs
MASTER OF PUBLIC AFFAIRS

KANSAS

University of Kansas, Lawrence
Department of Public Administration
MASTER IN PUBLIC ADMINISTRATION

KENTUCKY

Eastern Kentucky University, Richmond
Department of Political Science
MASTER OF PUBLIC ADMINISTRATION

University of Kentucky, Lexington
Graduate Center for Public Administration
MASTER OF PUBLIC ADMINISTRATION

MAINE

University of Maine, Orono
Department of Public Administration
MASTER OF PUBLIC ADMINISTRATION

MARYLAND

University of Baltimore, Baltimore
Department of Government & Public Administration
MASTER OF PUBLIC ADMINISTRATION

University of Maryland, Baltimore County
Policy Sciences Graduate Program
MASTER OF POLICY SCIENCES

MASSACHUSETTS

Suffolk University, Boston
Department of Public Management & Administration
MASTER OF PUBLIC ADMINISTRATION

University of Massachusetts, Amherst
Department of Political Science
MASTERS IN PUBLIC ADMINISTRATION

MICHIGAN

Oakland University, Rochester
Department of Political Science
MASTER OF PUBLIC ADMINISTRATION

Wayne State University, Detroit
Graduate Program in Public Administration
MASTER OF PUBLIC ADMINISTRATION

MINNESOTA

Mankato State University, Mankato
Urban & Regional Studies Institute
MASTER OF ARTS IN URBAN AND REGIONAL STUDIES

MISSISSIPPI

Jackson State University, Jackson
Department of Political Science
MASTER IN PUBLIC POLICY

Mississippi State University, Mississippi State
Department of Political Science
MASTER IN PUBLIC POLICY AND ADMINISTRATION

University of Mississippi, University
Public Policy Research Center
MASTER OF PUBLIC ADMINISTRATION

MISSOURI

University of Missouri, Columbia
Department of Public Administration
MASTER OF PUBLIC ADMINISTRATION

University of Missouri, Kansas City
Department of Administration
MASTER OF PUBLIC ADMINISTRATION

University of Missouri, St. Louis
Public Policy Administration Program
MASTER OF PUBLIC POLICY ADMINISTRATION

NEBRASKA

University of Nebraska, Omaha
Department of Public Administration
MASTER OF PUBLIC ADMINISTRATION

NEW JERSEY

Fairleigh Dickinson University, Rutherford
Public Administration Institute
MASTER OF PUBLIC ADMINISTRATION

Princeton University, Princeton
Woodrow Wilson School of Public & International Affairs
MASTER IN PUBLIC AFFAIRS

Seton Hall University
Center for Public Service
MASTER OF PUBLIC ADMINISTRATION

NEW MEXICO

University of New Mexico, Albuquerque
Division of Public Administration
MASTER OF PUBLIC ADMINISTRATION

NEW YORK

Baruch College/CUNY, New York
Department of Public Administration
MASTER OF PUBLIC ADMINISTRATION

John Jay College of Criminal Justice, CUNY
Master of Public Administration Program
MASTER OF PUBLIC ADMINISTRATION

Long Island University, C.W. Post Campus, Greenvale
School of Health and Public Service
MASTER OF PUBLIC ADMINISTRATION

New School for Social Research, New York
Graduate School of Management and Urban Professions
MASTER OF ARTS IN URBAN AFFAIRS AND POLICY ANALYSIS

New York University, New York
Graduate School of Public Administration
MASTER OF PUBLIC ADMINISTRATION

Syracuse University, Syracuse
The Maxwell School of Citizenship and Public affairs
MASTER OF PUBLIC ADMINISTRATION

University of Albany, Suny
Graduate School of Public Affairs
MASTER OF PUBLIC ADMINISTRATION

NORTH CAROLINA

North Carolina State University, Raleigh
Department of Political Science
MASTER OF PUBLIC AFFAIRS

University of North Carolina, Chapel Hill
Department of Political Science
MASTER OF PUBLIC ADMINISTRATION

OHIO

Ohio State University, Columbus
School of Public Policy & Management
MASTER OF PUBLIC ADMINISTRATION
MASTER OF ARTS

University of Akron, Akron
Department of Urban Studies
MASTER OF ARTS IN URBAN STUDIES/PUBLIC ADMINISTRATION

OREGON

Portland State University, Portland
Department of Public Administration
MASTER OF PUBLIC ADMINISTRATION

University of Oregon, Eugene
Department of Planning, Public Policy & Management
MASTER OF PUBLIC AFFAIRS

PENNSYLVANIA

Carnegie Mellon University, Pittsburgh
The School of Urban and Public Affairs
MASTER OF SCIENCE IN PUBLIC MANAGEMENT AND POLICY

Pennsylvania State University at Harrisburg, The Capitol College
Division of Public Affairs
MASTER IN PUBLIC ADMINISTRATION

University of Pittsburgh
Graduate School of Public and International Affairs
MASTER OF PUBLIC ADMINISTRATION

SOUTH CAROLINA

College of Charleston, Charleston
Institute for Public Policy and Policy Studies and the
University of South Carolina, Columbia
Department of Government and International Studies
JOINT MASTER OF PUBLIC ADMINISTRATION

University of South Carolina, Columbia
Department of Government and International Studies
MASTER OF PUBLIC ADMINISTRATION

TENNESSEE

Memphis State University
Master of Public Administration Program
MASTER OF PUBLIC ADMINISTRATION

TEXAS

Southwest Texas State University, San Marcos
Department of Political Science
MASTER OF PUBLIC ADMINISTRATION

Texas A&M University, College Station
Department of Political Science
MASTER OF PUBLIC ADMINISTRATION

Texas Tech University, Lubbock
Center for Public Service
MASTER OF PUBLIC ADMINISTRATION

University of North Texas, Denton
Department of Political Science
MASTER OF PUBLIC ADMINISTRATION

University of Texas, Austin
LBJ School of Public Affairs
MASTER OF PUBLIC AFFAIRS

UTAH

Brigham Young University, Provo
Institute of Public Management
MASTER OF PUBLIC ADMINISTRATION

University of Utah, Salt Lake City
Center for Public Affairs and Administration
MASTER OF PUBLIC ADMINISTRATION

VIRGINIA

George Mason University, Fairfax
Department of Public Affairs
MASTER OF PUBLIC ADMINISTRATION

Old Dominion University, Norfolk
Institute of Urban Studies and Public Administration
MASTER OF PUBLIC ADMINISTRATION

Virginia Commonwealth University, Richmond
School of Community Services
MASTER OF PUBLIC ADMINISTRATION

WEST VIRGINIA

West Virginia University, Morgantown
Department of Public Administration
MASTER OF PUBLIC ADMINISTRATION

WISCONSIN

University of Wisconsin, Madison
Robert M. La Follette Institute of
Public Affairs
MASTER OF ARTS IN PUBLIC POLICY AND
ADMINISTRATION

APPENDIX C

COURSE DESCRIPTIONS OF HARVARD UNIVERSITY

P-140 Political and Organizational Analysis
Presents basic analytic tools that can be used to diagnose possibilities in particular political and organizational situations. Case studies used offers a rigorous treatment of probability and statistics in a variety of public policy contents.

P-131/P-132 Empirical Analysis I/II
Covers design of survey experiments. Teaches application of regression analysis,econometric techniques, data analysis.

P-121 Economics I
Applies microeconomic reasoning to public issues, policies, and programs.

P-110 Methods for Decision-Making
Introduces quantitative methods and modeling techniques uses to aid policy makers.

P-100
Discusses the values underlying public policy-making and responsibilities policy makers in a democracy.

P-105Y
Workshop.

P-162 Political Management and Institutional Leadership
To enhance capacities for diagnosing and solving problems of political management, and develop the concept of strategy as an integrating concept for public managers.

S-216 Defense Issues and Budgets
Introduces U.S. defense budget and five-year defense plan.

P-122 Economics II
Continuation of microeconomics using case studies applied to policy.

P-160 Managing Organizational Production and Implementation

Introduces the subject of public management and surveys the concepts and tools that managers use to shape the ongoing organizational activities.

M-229 Conflict, Cooperation, and Strategy

Analyses of conflict and cooperation; bargaining, negotiation, and collective decision; rules and enforcement; incentives and information; secrecy and deceit; threats and promises.

S-483 Seminar: Intelligence, Command and Control

Examines the evolution since WW II of the conception, technologies, and institutional framework of the U.S. intelligence and military communities.

M-664 The Management of Federal Policy Development

Examines the generic functions of policy management and analyzes federal policy management systems, structures and strategies.

M-800 Ethics in Government

Examines the moral obligations of legislators and administrators in a representative democracy.

S-215 General Purpose Forces

Introduces the planning of the nuclear and non-nuclear general purpose forces.

M-466 News and Policies: The Changing Impact of the Press on Public Policy

Examines major issues in the history with special attention to the relationship between the news media, politics, political culture, and public policy.

APPENDIX D

COURSE DESCRIPTIONS OF PRINCETON UNIVERSITY

PA 501 Public Management: Political and Organizational Analysis

Analysis of forces that shape the behavior of public organization and of individuals within the organization.

PA 507 Quantitative Analysis

Study of data analysis techniques that include measurement, data collection, probability, hypothesis testing, simple and multiple regression, correlation and graphical procedures.

PA 511/512 Microeconomic/Macroeconomic Analysis

Provides systematic exposition of principles and techniques of economic theory.

PA 513 Applied Microeconomic Analysis

Extension of PA 511.

PA 516 Law and Public Policy

Analysis the relationships between low and public policy.

PA 521 The Domestic Policy Process

Examines the major dimensions of the domestic policy process--the role of the executive, the legislation, the courts, and interest groups; the federalism dimension of the policy process; policy implementation; evaluation and the role of policy research and analysis.

PA 522 Domestic Economic Policy Analysis

Study of core materials that consider policy problems involving market failure.

PA 524 Urban Political Economy

Examines the determinants and effects of basic urban processes.

PA 525 The Urban Policy Process

Analysis of local, states, and federal decision making procedure that affect public policy.

PA 526 Urban Economics

Economics analysis used to understand growth and functioning of urban areas.

PA 527,528 Domestic Policy Analysis
Courses dealing with various areas of domestic policy in the United States.

PA 529 Campaigns and Elections
Examination of campaigns and election from the perspective of the elected official and his staff.

PA 530 Presidential Leadership and Public Policy
Analysis of patterns of political behavior impinging on American national policy.

PIA 531 Congress and Public Policy
An examination of the role of Congress national policy making.

PIA 533 Planning Theory and Process
Introduction to planning as human and organizational behavior.

PIA 535 Planning Methods
Use of quantitative techniques in the development and preparation of plan and the means for their implementations.

PIA 539 Comparative Urban Development
Analysis of public policies that affect urban development.

PIA 541 International Politics
Introduction to international relations.

PIA 542 International Economics
Study of performance and structure of the international economy and the ways in which it constrains domestic macroeconomic policies.

PIA 543 Economics of Commercial Trade Policy
Evaluates arguments for and against protection and adjustment assistance.

PIA 544 Technology, Political Economy, and International Relations
Examines the interactions of technological developments, economic relations, and international politics.

PIA 545 The International Legal Order
Analysis and description of distinctive characteristics of international low in the contemporary world.

PIA 546 Studies in American Foreign Policy

An evaluation of competing explanations offered for American foreign policy since 1945.

PIA 547 Soviet Foreign Policy

Studies of the developed and determinants of Soviet policy.

PIA 548 Studies in Military Policy

Examinations of selected issues relating to the aggregations, development, and use of military focus by national governments.

PA 551 Relations among Advanced Industrialized Societies

Comparisons of the foreign economic policies of the principal industrial states since WW II.

PA 552 Relations between Industrial and Developing Countries

Covers the basic of North-South bargaining as they have manifested themselves since the last 1960's.

PA 561 Political Development

Analysis of political change and the operation of political institution in the development process.

APPENDIX E

COURSE DESCRIPTIONS OF UNIVERSITY OF PITTSBURGH

PIA 200 Administration of Public Affairs
Introduction to issues and concepts in public administration.

PIA 201 Quantitative Analysis
Statistical techniques most commonly used in social sciences and management.

PIA 202 Policy Analysis and Evaluation
Introduction to policy-making processes.

PIA 203 Research Methods
Introduction to the application of analytical tools and science research methods to problems associated with policy formulation, implementation, and evaluation.

PIA 205 Macroeconomics for Public Management and Policy
Emphasizes tools and techniques of achieving aggregate economic stability and growth in developing nations.

PIA 208 Administrative Theory
A study of administration principles

PIA 218
Examines the way governments employ science and technology to achieve public policy objectives.

PIA 219 Policy Design and Implementation
Uses concepts, models and strategies for developing new and more appropriate solutions for public policy problems.

PIA 221 Strategic Management
Focuses on techniques for managing organizations.

PIA 232 Group Dynamics
Involves students in the various dynamics occurring in small group situations.

PIA 233 Current Issues in Personnel Management
Discusses problems and current practices in performance appraisal.

PIA 241 Economic Aspects of Government
Explores the justification for government intervention in markets and examines the consequences.

PIA 243 Productivity in the Public Sector

Examines theory, techniques, approaches and development in ongoing productivity research projects.

PIA 247 Introduction to Management Science

A survey of analytical approaches to managerial problems, using quantitative and non-quantitative methods.

PIA 248 Management Information Systems in Government

Focuses on the definition, design and evaluation of MIS relevant to government and quasi-government activities.

PIA 249 Decision Theory

Decision theory approaches to solution of management problems.

PIA 251 Quantitative Methods for Decision Making

An introduction to basic theory and application of selected management science techniques such as input/output analysis, linear and goal programming.

PIA 252 Foreign Policy Evaluation

A study of evaluating the framework of foreign policy.

PIA 253 Modern International Affairs

A survey course in diplomatic history.

PIA 254 Defense Policies

Focuses on U.S. defense policy issues and processes pertaining to the strategic and intermediate range nuclear weaponry.

PIA 256 Transnational Interactions

Examines the myriad of sub-governmental and non-governmental international interactions that occur daily.

PIA 259 Policymaking in a World of Limited Growth

Considers impact of policy-making processes in industrialized countries with limited economic growth.

PIA 260 Advanced Industrial States and the International Economy

Examines the implications of the variations in the domestic structure of advanced industrialized nations for their prospects of achieving power and prosperity in the international system.

PIA 261 Foreign Policy Process

Comparative study of foreign policy of selected countries.

PIA 263 Diplomatic History
A course on the "Cold War," from 1945 to the present.

PIA 268 Role of Strategic Intelligence in International Security Studies
Examines the role of strategic intelligence in the formulation and execution of defense policy of various governments, primarily the United States.

PIA 268A United States Security Policy in Asia
Examines U.S. security policy in Asia.

PIA 268B New Weapons Technology
As soon as one weapons system becomes operational, there are already plans for the next generation of technology. This course looks at the implications of this on defense policy.

PIA 270 Nuclear Weapons and International Politics
Designed as an exploration of how the world has changed, and how it has not changed, in the presence of weapons of mass destruction.

PIA 271 Alternative Approaches to National Security Policy
Examines alternative theories and models used by analysts and policy-makers in the design of U.S. national security policy.

PIA 274 Problems of International Security
A forum for lectures, discussion, and presentation of student research on topical security problems in the international system.

PIA 276 International Security Decision-Making (NATO)
Examines several major defense policy issues: arms transfer, arms control, strategy, force design, defense management, and alliance policies.

APPENDIX F

COURSE DESCRIPTIONS OF UNIVERSITY OF SOUTHERN CALIFORNIA

500 Public Administration and Society
Government and society; the administrative state; public-private interface; philosophy of American public administration, law and ethics; comparative perspectives. Individual self and career assessment.

501 Public Administration Problems
Investigations, reporting, and reviews of literature in variable subject matter relating to the administration of public functions.

502 Professional Development
Selected topics in the practical application of administrative concepts.

503 Field Work
Supervised study of management activities in governmental agencies.

504abcdef Public Management Skills
Basic skills courses and management analysis, personnel management, labor relations, budgeting techniques, public entrepreneurship, with additional "special topics" section to utilize resources when available.

506 Management Analysis
Classical management; systems theory and approaches; planning theory; work measurement; standard costs; methods improvement techniques; productivity and performance measurement; management information systems.

507 Human Resource Policy and Planning
National Human Resource Planning; Finance of Human Resource Development; Rate of Return Analysis; Public Sector Employment Policies.

512 Public Managerial Economics
Microeconomic theory applied to managerial issues in public and non-profit sectors; decision-making, organization models, pricing impact of public regulation on private sector behavior.

513 Finance of the Public Sector

Sources of government revenue, intergovernmental financial relations, budgeting, public goods theory. Theoretical and applied skills in analysis of equity and efficiency issues.

514 Public Financial Management

Principles of public financial management; time value of money, public financial statement analysis, cash management, debt management, capital budgeting, leasing versus buying, pricing government services.

515 Concepts and Practices of Public Budgeting

Budget planning, budget formulation, tools for budget analysis and budget implementation.

516 Concepts and Practices in Public Personnel Administration

Concept of man and of work; government personnel systems, including merit concepts, classification, and compensation; collective bargaining; organizational justice; training and development.

517 Organizational Development in Public Administration

Overview of concepts and methodologies of organization development; diagnosing organizational needs; developing change strategies; selecting appropriate interventions.

518 Labor-Management Relations in Government

Public employee unionization; legal provisions for collective bargaining; unit determination and recognition; bilateral negoti ·'on; third-party processes; administration of agreements; evaluation of labor-management relations.

520 Seminar in the Administration of Local Government

Intensive consideration of the functions of the municipal executive and environment. Research preparation and discussion of cases.

521 Financial Administration in Local Government

Revenue sources, fees and charges, benefit assessments; financing economic development and redevelopment, issuing and managing debt, current asset management, and state-local relations.

522 Training in the Public Sector

Emergence of public service training; learning theories; program development process-assessing needs, design, delivery and evaluation; role of media; individual, group, organization development; managing training.

525 Government Auditing of Performance

Methodology of performance auditing; criteria for evaluation of publicly funded programs, identification of adverse conditions, assessing and effect, reporting management findings.

526 Public Policy Analysis

Overview of policy analysis; rational, organizational, and political approaches to analysis; cost benefit and economic analysis; role of policy analysis.

527 Public Policy Formulation

Nature of public policy; public policy formulation processes; roles of institutions, groups, values; information and rationality in policymaking; models and other aids to policy choice.

528 Public Policy Implementation

Post-legislative phases of public policy process; administrative and inter-jurisdictional processes; policy as a result of systems of organizations and individuals; improving policy implementation.

529 Public Policy Evaluation

Methods and models for policy evaluation; processes for linking evaluation to public policy formulation and implementation; political aspects of evaluation.

548 Issues in National Security Administration

National goals and objectives and their relationship to the reality of national security policies through organizational and administrative elements of government.

549 National Security Administration and the Domestic and International Environment

Interplay of domestic and international environments; resultant constraints upon national security program administration; administrative and organizational implications for future scenarios.

552 Intergovernmental Management: Local Perspective

Role of city, special district, and metropolitan governments in intergovernmental relations; intergovernmental relations; intergovernmental impacts on local policy process and service delivery; management problems and alternatives.

553 Intergovernmental Management: State Perspective

Role of state government in intergovernmental relations, emphasis on California experience; financial aspects of intergovernmental system.

554 Intergovernmental Management: Federal Perspective

Role of national government in intergovernmental process; impact of federal legislative, executive, and judicial actions on state and local government; intergovernmental policy-making process.

555 Project Management

Functions and processes of project management throughout the project cycle; planning and analysis, organizational design, control, evaluation; systems acquisition; public and private sector approaches.

556 Public Enterprise Management: Comparative Perspectives

Objectives and organizational forms; relevant management theories; sector and country comparisons; special problems; political accountability, pricing, investment, regulation, privatization.

558 Quantitative Analysis I

Various quantitative methods, including multivariate analysis, linear programming, and decision theory. Research design and causal modeling in management and policy analysis; use of computer packages.

559 Quantitative Analysis II

Empirical literature in management and policy analysis; application of analytic tools and quantitative methods to management and policy problems; case studies.

560 The Process of Innovative Decision-Making

Theoretical foundations of modern evaluation methods; implications for practical implementation; innovative skills for effective decision-making.

563 Seminar on the Community and the Administrative Process

Social stratification, the socioeconomic basis of community power, and external special interest group influences on policy formulation and the public administrator.

564 Federal Management Systems

Principle institutions and process in federal government for overhead leadership control; examines Office of Management and Budget, Civil Service Commission, General Services Administration, and General Accounting Office.

566 Management of Intergovernmental Programs

Analysis of relationships among governmental units in delivery of governmental programs; historical development of intergovernmental relations; present status and future implications.

568 Presidency, Congress, and the Bureaucracy

Relationships in national government among political executive, legislative, and administrative units; reviews institutions, formal processes, and political dynamics.

570 Organizational and Public Policy

Theories of complex organizations; intraorganizational and interorganizational processes related to policy implementation; regulation, inspection, service organizations, and clients.

571 The Voluntary Non-Profit Sector and Public Policy

Theories of the non-profit sector relationships with the public and for-profit sector; sources of revenues; public policies toward the sector.

574 Strategic Planning in the Public Sector

Analysis/field application of action research models for strategic planning in public agencies; design of effective public systems; citizens/administrators' roles in strategic decision-making.

575 Science, Technology, and Government

Impact of science/technology on government policy, process, institutions; critical policy areas in science/technology; machinery for formulating science policy; governmental impact on science/technology.

579 Comparative Public Administration

Methodologies, theories and models of comparison; administrative systems; role and functions of the public sector; administrative cultures.

582 Processes of Change in Developing Societies

Nature of traditional and transitional societies; theories and practice of developmental change; role of bureaucracy in development; institution building; public enterprise; technology assessment and transfer.

588 Action Training and Research in Organizations and Their Environments

Theories and processes for training employees to cope with organization/environment interaction; change theories; agency and citizen communication; action training and research methodology.

589 Policy Analysis Practicum

Application and integration of the knowledge and techniques of analytic, quantitative, managerial, political and ethical analyses to specific public policy problems.

591 Research and Evaluation in Administration

Methods of social science research and evaluation design; overview of qualitative and quantitative (multivariate) techniques; computer applications.

597 Public Organization and Management

Practice of public management; use of management theories; strategic thinking and planning; understanding organizations; management skills and techniques; management in a public setting.

600 Seminar in Public Administration

Scope and method in public administration; historical and philosophical perspectives; role of governmental bureaucracies in society.

626 Seminar in Public Policy Processes and Analysis

Critical analysis of the policy field; theoretical foundations; integration of quantitative, organizational, and political considerations; policy research.

682 Seminar in Development Administration

The development process; planning; assistance; the role of administration in achieving development goals.

691 Seminar in Research Methods

Conceptual and model analysis; in-depth research; current research literature; theory construction; individual research papers.

699 Special Topics in Public Administration

Current issues, trends, and developments in public administration.

700 Seminar in Public Administration Curriculum

History and philosophy of professional education for public administration in the United States and other countries; curriculum, design, syllabus development, teaching techniques, learning aids.

APPENDIX G

COURSE DESCRIPTIONS OF SYRACUSE UNIVERSITY

PPA 050 Computers and Computing in the Public Sector
A course designed to introduce students to basic computer concepts as well as computer systems and applications available to them.

PPA 721 Introduction to Statistics
Provides a working Knowledge of the fundamentals of probability theory and statistical inference.

PPA 709 Organization Theory
This course will help students to better understand public sector organizations, especially how they function, how they are structured, and how they change.

PPA 722 Quantitative Aids for Public Policy Analysis
A survey of some quantitative models used in analysis of policies.

PPA 730 Managerial Economics for Public Administrators
Deals with the application of microeconomic analysis to public policy problems. Course is designed for students with a limited background in economics. The principal goal of the course is to teach students how to use basic economic reasoning to help untangle complex policy problems.

PPA 730 Public Administration and Democracy
This course examines public policy and administration in the context of constitutional democracy.

PPA 734 Public Budgeting
The budget process at the federal, state and local levels is covered in detail.

PPA 761 Organization Development
Examines organizations (their structure and processes) and the people who work within them (their values and behavior).

PPA 772 Science, Technology and Public Policy
This course discusses the role of public policy in technological change. It views technology as a resource that is both a tool of policy and a factor shaping policy.

PPA 774 Public Policy and Program Evaluation

This course introduces the student to various approaches to determining the effectiveness of public programs and policies.

APPENDIX H

COURSE DESCRIPTIONS OF UNIVERSITY OF MICHIGAN

Math 413 Calculus for Social Scientists

This course is designed specifically to provide students in all degree programs at IPPS with the fundamental mathematical tools necessary for their subsequent coursework.

IPPS 529 Statistics

This course covers descriptive statistics, probability theory, probability distributions, sampling distributions, confidence intervals, hypothesis testing, correlation, and simple regression analysis.

IPPS 555 Microeconomics

This course begins a two-term sequence designed to provide students with an understanding of the economic implications of public policies and with analytic tools useful in system design and policy planning.

IPPS 560 Foreign Policy and the Management of International Relations

This course examines alternative institutions and strategies through which nations articulate, either cooperatively or competitively, their foreign policy objectives.

IPPS 585 Political Environment of Policy Analysis

This course focuses on the political environment within which policy analysis takes place. The goal of this course is to provide the student with some of the background necessary to develop strategies for dealing effectively with the political environment of policy and administration.

IPPS 586 Organizational Design

This course employs a mixture of theory case studies, and group exercises in order to sharpen the abilities of students to forecast the consequences of existing organizational structures and to design effective alternatives.

IPPS 739 Media and Politics

The mass media of communications are important institutions in the political system and policy process. This seminar focuses on them as it explores topics relating to the role of the media in politics.

IPPS 479 Operations Research for Public Policy

This course presents public policy problems for which operations research techniques have been proposed as solution aids. The course covers decision analysis, linear programming, Markov models, queuing theory, and transportation modeling.

IPPS 571 Applied Econometrics

This course is an introduction to econometric methods and their use in policy analysis. Most of the course focuses on multiple regression analysis, beginning with ordinary least squares estimation and then considering the implications and treatment of serial correlation, heteroscedasticity, specification error, and measurement error.

IPPS 572 Policy Models

This course offers an intensive examination of econometric and mathematical methods involved in modeling process.

IPPS 738 Ethics and Public Policy

This is a course about question rather than answers. Its primary objective is to develop the student's ability to recognize and be articulate about the ethical implications of alternative policies and of alternative ways of making public policy.

IPPS 501 Applied Microeconomics

This course briefly examines the basic models in the principal areas of microeconomic theory: consumer demand, production and costs, product markets, factor markets, allocative efficiency, and corrections for market failure.

Econ 502 Applied Macroeconomics

This course is spent reviewing and elaborating on standard macro theory of the sort covered in an advanced undergraduate course.

APPENDIX I

COURSE DESCRIPTIONS OF UNIVERSITY OF CALIFORNIA AT BERKELEY

200A-200B Introduction to Policy Analysis
Integrates various social science disciplines and applies these perspectives to problems of public policy.

210A-210B The Economics of Public Policy Analysis
Theories of microeconomic behavior of consumers, producers, and bureaucrats are developed and applied to specific policy areas.

220 Law and Public Policy
Exposes students to primary legal material, including court decisions, and legislative and administrative regulations.

230A-230B Political and Organizational Aspects of Public Policy Analysis
Political and organizational factors involved in developing new policies, choosing among alternatives, gaining acceptance, assuring implementation, and coping with unanticipated consequences. Includes case studies.

240A-240B Decision Analysis, Modeling, and Quantitative Methods
Integrated course on quantitative techniques in public policy analysis.

205 Advanced Policy Analysis Seminar
Each student will conduct a thorough analysis on a major policy question.

259 Cost-Benefit Analysis
This course discusses and criticizes the conceptual foundations of cost-benefit analysis and analyzes in depth some important applied aspects such as endogenous prices of other commodities, methods to infer willingness to pay, valuation of life, uncertainty and the rate of discount.

260 International Comparative Study of Science and Technology
This course will analyze industrial and science policy from international perspectives.

277 Knowing and Valuing in Public Policy

This seminar confronts a series of fundamental policy problems. How does one position oneself in relation to the problems being analyzed? How does one choose among competing kinds of data-and competing models of individual and collective behavior?

Political Science 217 Politics and Culture

An examination of interrelationships of politics, personality, and culture, normally with specific focus on American materials.

APPENDIX J

COURSE DESCRIPTIONS OF GEORGETOWN UNIVERSITY

143-388 Political Theory and Public Policy
An introduction to the normative analysis of public policy.

143-389 Introduction to Public Policy Analysis
The policy-making process; the factors influencing the content and consequences of public policy; and examination of specific issues.

143-393 The Media in American Politics
A survey of the mass communication media in American politics.

143-394 Politics of the Budgetary Process
Analysis of interrelationships of institutions and practices of U.S. government and politics and budgetary processes at federal and state levels.

143-399 U.S. Federalism and Intergovernmental Affairs
An examination of federalism as a form of union and of the historical development of American federalism from a historical-legal form of union to a political-administrative form of union.

143-400 Congress and Public Policy
The making of U.S. public policy through the legislative process.

143-475 Public Administration
A general survey of the theory and practice of administration in the public sector.

143-508 Analysis of Political Data
This course provides an introduction to the basic aspects of political science research. The conduct of research is described including problem formulation, research design, and variable identification and measurement.

143-517 American Public Policy Process
This course will focus on describing and evaluating the policy process in the United States. Attention will be given to the politics of, and actors involved in; agenda-building, formulation, legitimation, and implementation.

143-585-01 American Government and Politics

This course serves as an introduction to advanced level literature and thinking in American politics.

143-703 Political Theory and Public Policy

A critical analysis of the normative dimension of selected problems of domestic policy.

143-715 Research Practicum in Policy Assessment

Do public programs work? This course will consider the problems of evaluating public policy and assess the success of past attempts in public policy evaluation.

APPENDIX K

NPS TRANSPORTATION LOGISTICS MANAGEMENT CURRICULUM

The following matrix describes the Transportation Logistic Management Curriculum at the Naval Postgraduate School.

TRANSPORTATION LOGISTICS MANAGEMENT
(813)

MANAGEMENT FUNDAMENTALS	QTR 1	MN 2150 FINANCIAL ACCOUNTING	MN 2031 ECONOMIC DECISION MAKING	MN 3333 MANAGERIAL COMMUNICATIONS SKILLS	MA 2300 MATHEMATICS FOR MANAGEMENT	IS 2901 COMPUTER LAB
	QTR 2	MN 3161 MANAGERIAL ACCOUNTING	MN 3140 MICROECONOMIC THEORY	MN 3373 TRANSPORTATION MANAGEMENT 1	OS 3105 STATISTICAL ANALYSIS FOR MANAGEMENT 1	
GRADUATE PROGRAMS	QTR 3	MN 3301 SYSTEMS ACQUISITION AND PROJECT MANAGEMENT	MN 3172 PUBLIC POLICY PROCESSES	MN 3105 ORGANIZATION AND MANAGEMENT	OS 3106 STATISTICAL ANALYSIS FOR MANAGEMENT 2	
	QTR 4	MN 4373 TRANSPORTATION MANAGEMENT 2	MN 4145 POLICY ANALYSIS	IS 3183 MANAGEMENT INFORMATION SYSTEMS	OS 3006 OPERATIONS RESEARCH FOR MANAGEMENT	
	QTR 5	THESIS	THESIS	MN 3377 INVENTORY MANAGEMENT	MN 4155 OPERATIONAL AUDITING	
	QTR 6	THESIS	MN 4105 MANAGEMENT POLICY	MN 3371 CONTRACTS MGMT AND ADMINISTRATION	MN 4154 FINANCIAL MANAGEMENT IN THE ARMED FORCES	

APPENDIX L

NPS TRANSPORTATION MANAGEMENT CURRICULUM

The following matrix describes the Transportation Management Curriculum at the Naval Postgraduate School.

TRANSPORTATION MANAGEMENT
(814)

MANAGEMENT FUNDAMENTALS	QTR 1	MN 2150 FINANCIAL ACCOUNTING	MN 2031 ECONOMIC DECISION MAKING	MN 3333 MANAGERIAL COMMUNICATIONS SKILLS	MA 2300 MATHEMATICS FOR MANAGEMENT	IS 2901 COMPUTER LAB
	QTR 2	MN 3161 MANAGERIAL ACCOUNTING	MN 3140 MICROECONOMIC THEORY	MN 3373 TRANSPORTATION MANAGEMENT 1	OS 3105 STATISTICAL ANALYSIS FOR MANAGEMENT 1	
GRADUATE PROGRAMS	QTR 3	MN 3372 MATERIAL LOGISTICS	MN 3172 PUBLIC POLICY PROCESSES	MN 3105 ORGANIZATION AND MANAGEMENT	OS 3106 STATISTICAL ANALYSIS FOR MANAGEMENT 2	
	QTR 4	MN 4373 TRANSPORTATION MANAGEMENT 2	MN 4145 POLICY ANALYSIS PROCESSES	IS 3183 MANAGEMENT INFORMATION SYSTEMS	OS 3006 OPERATIONS RESEARCH FOR MANAGERS	
	QTR 5	THESIS	THESIS	MN 3111 PERSONNEL MANAGEMENT PROCESSES	MN 4152 CORPORATE FINANCIAL MANAGEMENT	
	QTR 6	THESIS	MN 3301 SYS ACQUISTION AND PROJECT MANAGEMENT	MN 4105 MANAGEMENT POLICY	*CURRICULUM OPTION*	

APPENDIX M

NPS ACQUISITION AND CONTRACT MANAGEMENT CURRICULUM

The following matrix describes the Acquisition and Contract Management Curriculum at the Naval Postgraduate School.

ACQUISITION AND CONTRACT MANAGEMENT
(815)

MANAGEMENT FUNDAMENTALS	QTR 1	MN 2150 FINANCIAL ACCOUNTING	MN 2031 ECONOMIC DECISION MAKING	MN 3333 MANAGERIAL COMMUNICATIONS SKILLS	MA 2300 MATHEMATICS FOR MANAGEMENT	MN 2302 SEMINAR	IS 2901 COMPUTER LAB
	QTR 2	MN 3303 PRINCIPLES OF ACQUISITION AND CONTRACTING	MN 3140 MICROECONOMIC THEORY	MN 3161 MANAGERIAL ACCOUNTING	OS 3105 STATISTICAL ANALYSIS FOR MANAGEMENT 1	MN 2302 SEMINAR	
GRADUATE PROGRAMS	QTR 3	MN 3304 CONTRACT PRICING AND NEGOTIATIONS	MN 3172 PUBLIC POLICY PROCESSES	MN 3105 ORGANIZATION AND MANAGEMENT	OS 3106 STATISTICAL ANALYSIS FOR MANAGEMENT 2	MN 2302 SEMINAR	
	QTR 4	MN 3305 CONTRACT ADMINISTRATION	MN 4145 POLICY ANALYSIS	IS 3183 MANAGEMENT INFORMATION SYSTEMS	OS 3006 OPERATIONS RESEARCH FOR MANAGEMENT	MN 2302 SEMINAR	
	QTR 5	MN 4301 CONTRACTING FOR MAJOR SYSTEMS	THESIS	*CURRICULUM OPTION*	THESIS	MN 2302 SEMINAR	
	QTR 6	MN 4371 ACQUISITION AND CONTRACTING POLICY	THESIS	*CURRICULUM OPTION*	MN 4105 MANAGEMENT POLICY	MN 2302 SEMINAR	

APPENDIX N

NPS DEFENSE SYSTEMS ANALYSIS

The following matrix describes the Defense Systems Analysis Curriculum at the Naval Postgraduate School.

DEFENSE SYSTEMS ANALYSIS
(817 DOD)

MANAGEMENT FUNDAMENTALS	QTR 1	MN 2150 FINANCIAL ACCOUNTING	MN 2031 ECONOMIC DECISION MAKING	MN 3333 MANAGERIAL COMMUNICATIONS SKILLS	MA 2300 MATHEMATICS FOR MANAGEMENT	IS 2901 COMPUTER LAB
	QTR 2	MN 3161 MANAGERIAL ACCOUNTING	MN 3140 MICROECONOMIC THEORY	MN 3105 ORGANIZATION AND MANAGEMENT	OS 3105 STATISTICAL ANALYSIS FOR MANAGEMENT 1	
GRADUATE PROGRAMS	QTR 3	*CURRICULUM OPTION*	MN 3172 PUBLIC POLICY PROCESSES	*CURRICULUM OPTION*	OS 3106 STATISTICAL ANALYSIS FOR MANAGEMENT 2	
	QTR 4	*CURRICULUM OPTION*	MN 4145 POLICY ANALYSIS	IS 3183 MANAGEMENT INFORMATION SYSTEMS	OS 3006 OPERATIONS RESEARCH FOR MANAGEMENT	
	QTR 5	THESIS	*CURRICULUM OPTION*	*CURRICULUM OPTION*	*CURRICULUM OPTION*	
	QTR 6	MN 4105 MANAGEMENT POLICY	THESIS	THESIS	*CURRICULUM OPTION*	

APPENDIX O

NPS SYSTEMS INVENTORY MANAGEMENT CURRICULUM

The following matrix describes the Systems Inventory Management Curriculum at the Naval Postgraduate School.

SYSTEMS INVENTORY MANAGEMENT
(819)

MANAGEMENT FUNDAMENTALS	QTR 1	MN 2150 FINANCIAL ACCOUNTING	MN 2031 ECONOMIC DECISION MAKING	MN 3333 MANAGERIAL COMMUNICATIONS SKILLS	MA 2300 MATHEMATICS FOR MANAGEMENT	IS 2901 COMPUTER LAB
	QTR 2	MN 3161 MANAGERIAL ACCOUNTING	MN 3140 MICROECONOMIC THEORY	MN 3105 ORGANIZATION AND MANAGEMENT	OS 3104 STATISTICS FOR SCIENCE AND ENGINEERING	
GRADUATE PROGRAMS	QTR 3	OA 3501 INVENTORY 1	MN 3172 PUBLIC POLICY PROCESSES	MN 3372 MATERIAL LOGISTICS	MN 3301 SYSTEMS ACQUISITION AND PROJECT MANAGEMENT	CS 2450 COMPUTER PROGRAMMING WITH FORTRAN
	QTR 4	MN 3371 CONTRACTS MANAGEMENT AND ADMINISTRATION	MN 4145 POLICY ANALYSIS PROCESSES	IS 3183 MANAGEMENT INFORMATION SYSTEMS	OS 3006 OPERATIONS RESEARCH FOR MANAGEMENT	
	QTR 5	THESIS	THESIS	*CURRICULUM OPTION*	OA 4501 SEMINAR IN SUPPLY SYSTEMS	
	QTR 6	THESIS	MN 4105 MANAGEMENT POLICY	MN 4154 FINANCIAL MANAGEMENT IN THE ARMED FORCES	MN 4310 LOGISTICS ENGINEERING	

APPENDIX P

NPS FINANCIAL MANAGEMENT CURRICULUM

The following matrix describes the Financial Management Curriculum at the Naval Postgraduate School.

FINANCIAL MANAGEMENT
(837)

MANAGEMENT FUNDAMENTALS	QTR 1	MN 2150 FINANCIAL ACCOUNTING	MN 2031 ECONOMIC DECISION MAKING	MN 3333 MANAGERIAL COMMUNICATIONS SKILLS	MA 2300 MATHEMATICS FOR MANAGEMENT	IS 2901 COMPUTER LAB
	QTR 2	MN 3161 MANAGERIAL ACCOUNTING	MN 3140 MICROECONOMIC THEORY	MN 3105 ORGANIZATION AND MANAGEMENT	OS 3105 STATISTICAL ANALYSIS FOR MANAGEMENT 1	
GRADUATE PROGRAMS	QTR 3	MN 4161 FINANCIAL MANAGEMENT CONTROL SYSTEMS	MN 3172 PUBLIC POLICY PROCESSES	MN 4162 COST ACCOUNTING	OS 3106 STATISTICAL ANALYSIS FOR MANAGEMENT 2	
	QTR 4	MN 4154 FINANCIAL MANAGEMENT IN THE ARMED FORCES	MN 4145 POLICY ANALYSIS	*CURRICULUM OPTION*	OS 3006 OPERATIONS RESEARCH FOR MANAGEMENT	
	QTR 5	THESIS	THESIS	*CURRICULUM OPTION*	*CURRICULUM OPTION*	
	QTR 6	THESIS	MN 3301 SYSTEMS ACQUISITION AND PROJECT MANAGEMENT	MN 4105 MANAGEMENT POLICY	IS 3183 MANAGEMENT INFORMATION SYSTEMS	

APPENDIX Q

NPS MPTA PROGRAM

The following matrix describes the MPTA Program at the Naval Postgraduate School.

MPTA PROGRAM
(847)

MANAGEMENT FUNDAMENTALS	QTR 1	MN 2150 FINANCIAL ACCOUNTING	MN 2031 ECONOMIC DECISION MAKING	MN 3333 MANAGERIAL COMMUNICATIONS SKILLS	MA 2300 MATHEMATICS FOR MANAGEMENT	MN 2111 SEMINAR IN MPTA ISSUES 1	IS 2901 COMPUTER LAB
	QTR 2	MN 3161 MANAGERIAL ACCOUNTING	MN 3140 MICROECONOMIC THEORY	MN 3105 ORGANIZATION AND MANAGEMENT	OS 3101 STATISTICAL ANALYSIS FOR MANAGEMENT	MN 2112 SEMINAR IN MPTA ISSUES 2	MN 3902 COMPUTER SKILLS ENHANCEMENT
GRADUATE PROGRAMS	QTR 3	MN 3760 MANPOWER ECONOMICS	MN 3111 PERSONNEL PROCESSES	OS 3006 OPERATIONS RESEARCH	MN 4110 MULTIVARIATE MANPOWER DATA ANALYSIS 1	MN 2113 SEMINAR IN MPTA ISSUES 3	
	QTR 4	MN 4761 APPLIED MANPOWER ANALYSIS	MN 4500 PRODUCTIVITY ANALYSIS	OS 4701 MANPOWER & PERSONNEL MODELS	MN 4111 MULTIVARIATE MANPOWER DATA ANALYSIS 2		
	QTR 5	THESIS	THESIS	MN 3172 PUBLIC POLICY PROCESSES	MN 4106 MANPOWER POLICY ANALYSIS		
	QTR 6	THESIS	*CURRICULUM OPTION*	IS 3183 MANAGEMENT INFORMATION SYSTEMS	MN 4105 MANAGEMENT POLICY	MN 4904 ADVANCED MPT RESEARCH APPLICATIONS	

APPENDIX R

PART E OF NAVPERS INSTRUCTION 15839F

The following section of NAVPERS Instruction 15839F provides detailed information on the Navy Officer Subspecialty System.

PART E

SUBSPECIALTY CODES

1. Officer Subspecialty System

a. The Officer Subspecialty System is an integrated manpower and personnel classification and control system which establishes criteria and procedures for identifying officer requirements for advanced education, functional training and significant experience in various fields and disciplines. Similarly, the Subspecialty System is used to identify those officers who acquire these qualifications. In addition to identifying qualitative officer manpower needs, the subspecialty system is used as the basis for generating the Navy's advanced education and training program requirements.

b. The subspecialty classification codes and the criteria for applying these codes are contained in this manual. The policies and procedures for establishing subspecialty codes as a part of officer manpower requirements on Manpower Authorizations (OPNAV Form 1000/2) are contained in OPNAVINST 1000.16F.

2. Specialty and Subspecialty Concept. The area of specialization (specialty) required in a billet is identified by the designator code. Certain billets requiring additional qualifications beyond those indicated by a designator code are further identified by subspecialty codes. These codes define the field of application and additional education, experience and training qualifications needed to satisfy special requirements which meet specific criteria of the subspecialty validation process. Subspecialties are applicable to the Unrestricted Line, Restricted Line and Staff Corps, and are professional development fields secondary to specialties.

3. Subspecialty Coding System. The subspecialty coding system is described in the following paragraphs:

a. Subspecialty Code Description. The subspecialty code is made up of five characters consisting of four numerals and an alphabetic suffix.

First Subset (1st and 2nd characters)	Second Subset (3rd and 4th characters)	Suffix (5th character)
(1) Unrestricted Line Requirements		
(a) The Functional Field subspecialty codes, 20XX through 90XX, may be applied to URL officers and billets in the grades of LCDR-CAPT to indicate background experience in one of the functional fields. These codes are assigned to officers as a result of subspecialty selection board action. (b) URL subspecialty billet requirements below the grade of LCDR will be expressed by "OO" entered in the first subset, i.e., OOXX	(c) Codes XX1X through XX9X are used to express the broad or discrete Education/Training/Experience fields as they are acquired by officers or required in billets. (See footnotes on Education/Training/Experience field codes.)	(d) The alphabetic suffix states the level of the education/training/experience pertaining to the field stated in the second subset. (e) The Proven Subspecialist codes "C" (Doctorate), "M" (Post Master's Degree), "Q" (Master's), "F" (Functional Education), and "R" (Significant Experience) may be used to identify URL officers and requirements in the LCDR-CAPT grades. A proven subspecialty code must always be accompanied by one of the specific Functional Field codes in the first subset. These codes are assigned to officers as a result of subspecialty selection board action.

First Subset (1st and 2nd characters)	Second Subset (3rd and 4th characters)	Suffix (5th character)
(2) Restricted Line/Staff Corps Requirements		
(a) The first subset will be coded 00XX except for those subspecialty fields considered unique to the Staff Corps, as listed below.	(b) Codes 001X through 009X are used to express the broad or discrete Education/Training/Experience fields. (See footnotes on Education/Training/Experience field codes.)	(c) The alphabetic suffix states the level of education/training/experience pertaining to the field stated in the second subset. The "Proven Subspecialist" codes do not apply.
(3) Unique Staff Corps Requirements		
(a) The first subset of these subspecialty codes denotes a unique Staff Corps field as follows: 09XX - Medical Department (not corps specific) 11XX - CEC 12XX - JAG 13XX - Supply 14XX - Chaplain 15XX \ and - Medical 16XX / 17XX - Dental 18XX - Medical Services 19XX - Nurse	(b) Describes the Education/Training/Experience field within each of the unique Staff Corps subspecialties; must always be expressed in conjunction with the unique Staff Corps field code in the first subset. (See footnotes applicable to unique Staff Corps codes.)	(c) The alphabetic suffix states the level of education/training/experience pertaining to the unique Staff Corps subspecialty. The "Proven Subspecialist" codes do not apply.

b. Subspecialty Code Examples

First Subset	Second Subset	Suffix	Interpretation
00	33	P	Master's level in Manpower, Personnel, and Training Analysis
90	95	Q	Proven Subspecialist, Master's level education in Computer Systems Management, experience in Manpower/Personnel field.
60	42	R	Proven Subspecialist in Operations Analysis, significant experience in the field of Plans and Programs.
70	68	G	Functional education in Strategic Weapons (FBM) with experience in Strategic Plans.
83	55	P	Master's level in Electronic Engineering with experience in the field of Material Support (RDT&E).
13	06	P	Supply Corps requirement for Master's level in Procurement Management.
19	35	J	Nurse Corps requirement for a fully trained orthopedic nurse.

c. Subspecialty Coding Restrictions

(1) LDO/WO. Subspecialty codes are not applied to Warrant Officer or Limited Duty Officer billets or personnel.

(2) Subspecialty codes are not applied to Flag Officer billets.

(3) Master's level and higher education requirements normally will not be applied to Unrestricted Line shore duty billets below the grade of LCDR.

(4) Doctor of Philosophy (PhD)

(a) Within the Unrestricted Line, PhD billet requirements will be validated only for 1000 or 1050 billet designators to reflect the primacy of the education level.

(b) PhD billet requirements expressed for the engineering science disciplines normally will be validated only within the Restricted Line and Staff Corps.

(5) "Proven Subspecialist" and the Functional Field codes apply only to Unrestricted Line designators in the grades of LCDR-CAPT and are awarded as a result of subspecialty selection board action.

4. Recommendations to Establish, Delete or Revise Subspecialties

a. Commands recommending establishing, deleting or revising codes within the subspecialty (SSP) structure should include the appropriate information as follows:

(1) Recommendations to establish a SSP code must include:

(a) Recommended functional field code and/or education/training/experience field code, title(s), primary consultant and consultants for each code

(b) Any corresponding "NOTES" (e.g., special requirements) to be included in the manual

(c) List of applicable education/training/experience field codes (when requesting a new functional field code) and/or list of applicable functional field codes (when requesting a new education/training/experience field code)

(d) List of designators that can hold the SSP code including minimum and maximum paygrades applicable to officers and billets

(e) Funding implications (including curriculum development, instructor workload, MILCON, OPN costs, and student/training billets)

(f) Number and location of billets by activity type that will be identified by the proposed SSP (NOTE - a SSP should usually identify a minimum number of billets and/or officers required to support a curriculum of training or education, or a path to significant experience. Recommend command consult with the Naval Postgraduate School and the Total Force Training and Education Division (OP-11).)

(g) Information on how the qualifications are presently identified

(h) For education/training/experience field code only - education curriculum or training programs that will support educational or training requirements

(i) Problem areas (current and future)

(j) Justification: a statement as to why existing billet descriptors (i.e., NOBC, AQD, grade, or designator) or current method of identifying the requirement are insufficient without the proposed SSP; other historical or amplifying information, if any

(k) Reserve implications

(l) Point of contact

(2) Recommendations to delete a SSP code must include:

(a) Code number and title

(b) Background (reason for deletion)

(c) Information on how to recode billets and personnel presently coded with this SSP (include effective dates)

(d) Reserve implications

(e) Point of contact

(3) Recommendations to revise a SSP code must include:

(a) Current code number and title

(b) Proposed recoding and/or retitling

(c) Justification for proposed revision

(d) Information, as applicable, requested in above paragraphs 4a(1)(b) through (l)

(e) Point of Contact

b. Submit all recommendations according to the procedures outlined in the introduction of this manual. Include CNO (OP-114) as professional education development manager in the "via addressees."

5. Subspecialty Code Billet Application

a. Criteria for Establishing Functional Field Billet Requirements

(1) The Functional Field codes apply only to the Unrestricted Line and identify LCDR through CAPT requirements where previous experience in a functional field is required in addition to the qualifications expressed by the education/training/experience field code.

(2) The Functional Field code must be based primarily on the overall functions of the billet and secondarily on the mission and functions of the organization. As such, the functional field expresses the professional area in which subspecialty coded officers will apply their specific education, training and experience.

(3) The following examples illustrate the proper application of functional fields to subspecialty coded billets. In each example, a valid requirement for a graduate-level financial manager is deemed to exist:

(a) Director, Research and Development Programming Division (OP-980); the primary billet functions involve the financial management of R and D programs. Therefore, the billet is coded 8331Q.

(b) Director, Logistics Division, NAVCRUITCOM; the primary billet functions involve the financial management of recruiting programs in support of Navy's Manpower/Personnel effort. Therefore, the billet is coded 9031Q.

(c) Financial Management Officer, Office of the Comptroller; the primary billet functions involve the Resource Allocation aspects of Navy's Plans and Programs. The billet is coded 6231P.

b. Criteria for Establishing Education/Training/Experience Field Codes. An education/training/experience field coded billet is justified when:

*Required and optional general criteria are satisfied; and

*Required and optional level criteria are satisfied; and

*Specific criteria are satisfied.

The Chief of Naval Operations (OP-114) defines general and level criteria for subspecialty code assignment. Based upon applicable general and level criteria, Primary Consultants develop and periodically review specific (education, training and/or experience) criteria for assigning subspecialty codes to billets. These billets require subspecialty codes to identify the minimum education, training and/or experience essential for optimum performance of duty.

c. General Criteria

(1) Required General Criteria - The billet requires a naval officer with either operational, technical or managerial experience. A civilian cannot be substituted.

(2) Optional General Criteria - One of the following criteria must be satisfied:

(a) Formal education, advanced training or experience is required for optimum performance of duties; or

(b) The supervision over personnel with advanced (graduate) levels of education is required in the billet.

d. Doctorate Level Criteria. C and D coded billets.

(1) Required D-code criteria - All of the following criteria must be satisfied:

(a) The billet requires comprehensive knowledge of specific theories, principles, processes and/or techniques certified through the acquisition of the doctorate for optimum performance of duty; and

(b) The billet requires either: the conception, implementation, appraisal or management of exceptionally complex Navy and/or DoD programs.

(2) Optional D-code criteria - One of the following criteria must be satisfied:

(a) The billet requires the officer to routinely interface with personnel who possess doctorate level education; or

(b) The billet requires the officer to exercise technical, educational or managerial supervision over personnel who possess doctorate level education.

(3) Required and optional C-code criteria - All of the D-code criteria are applicable; additionally the billet requires a proven subspecialist at the doctorate level. This officer is usually board selected as a proven subspecialist after successful completion of one or more significant tours in doctorate level billets in the subspecialty field.

e. Post-Master's Degree Level Criteria. M and N coded billets.

(1) Engineer's Degree Level Criteria

(a) Required N-code Engineer's Degree Level Criteria - All of the following criteria must be satisfied:

((1)) The billet requires both engineering experience and comprehensive knowledge of scientific theories and engineering principles, processes and/or techniques certified through the acquisition of the engineer's degree for optimum performance of duty; and

((2)) The billet requires either: the conception, appraisal, or management of exceptionally complex Navy and/or DoD programs. These programs usually involve ship, air, or weapon systems; equipment design and procurement; or related experimental and developmental (R, D, T, & E) programs; and

((3)) The billet requires the application of the most modern techniques in certain scientific fields, such as: hydrodynamics, aerodynamics, fluid mechanics, thermodynamics, structural mechanics, nuclear physics or electronics.

(b) Optional N-code Engineer's Degree Level Criteria - One of the following criteria must be satisfied:

((1)) The billet requires the application of engineering principles in design and integration of large and complex systems and components on a daily basis; or

((2)) The billet requires the officer to routinely interface with personnel engaged in rigorous application of the latest engineering knowledge. The officer must also routinely interface with personnel who possess engineer's degrees; or

((3)) The billet requires the officer to exercise technical, educational, or managerial supervision over personnel involved in engineering systems management or operational system development. The officer must also exercise technical, educational, or managerial supervision over personnel who possess engineer's degrees.

(c) Required and optional M-code Engineer's Degree Level Criteria - All of the N-code criteria are applicable; additionally the billet requires a proven subspecialist at the engineer's degree level. This naval officer is usually board selected as a proven subspecialist after successful completion of one or more significant tours in engineer's degree level billets in the subspecialty field.

(2) Other Post-Master's Degree Level Criteria

(a) Required N-code Post-Master's Degree Level Criteria - All of the following criteria must be satisfied:

((1)) The billet requires significant educational experience and comprehensive knowledge of current theories and established principles, processes, and/or techniques certified through the acquisition of the post-master's degree for optimum performance of duty; and

((2)) The billet requires either: the conception, appraisal, or management of exceptionally complex Navy and/or DoD programs. These programs usually involve plans, policy, and/or decisions at the highest levels of military and/or government service; and

((3)) The billet requires the application of the most modern techniques in certain fields, such as: intelligence, management, political-military science, strategic planning, applied logic, operations analysis, logistical analysis, operations systems, communications, computer technology, environmental science, or law.

(b) Optional N-code Post-Master's Degree Level Criteria - One of the following criteria must be satisfied:

((1)) The billet requires the application of intricate principles in plans, policy, or decision-making within large and complex DoD/Navy organizations on a daily basis; or

((2)) The billet requires the officer to routinely interface with personnel engaged in rigorous application of the latest educational knowledge within the subspecialty field. The officer must also routinely interface with personnel who possess post-master's degrees; or

((3)) The billet requires the officer to exercise fiscal, educational, or managerial supervision over personnel involved in the management or development of plans, policy, and/or decisions made at the highest levels of military and/or government service. The officer must also exercise fiscal, educational, or managerial supervision over personnel who possess post-master's degrees.

(c) Required and optional M-code Post-Master's Degree Level Criteria - All of the N-code criteria are applicable; additionally the billet requires a proven subspecialist at the post-master's degree level. This naval officer is usually board selected as a proven subspecialist after successful completion of one or more significant tours in post-master's degree level billets in the subspecialty field.

f. Master's Degree Level Criteria. P and Q coded billets.

(1) Required P-code criteria - All of the following criteria must be satisfied:

(a) The billet requires the combination of both professional experience and extensive knowledge of theories, principles, processes and/or techniques certified through the acquisition of the master's degree for optimum performance of duty; and

(b) The billet requires either: the conception, implementation, appraisal or management of complex Navy and/or DoD programs.

(2) Optional P-code criteria - One of the following criteria must be satisfied:

(a) The billet requires the officer to routinely interface with personnel who possess master's degrees; or

(b) The billet requires the officer to exercise technical, educational or managerial supervision over personnel who possess master's degrees.

(3) Required and optional Q-code criteria - All of the P-code criteria are applicable; additionally the billet requires a proven subspecialist at the master's degree level. This naval officer is usually board selected as a proven subspecialist after successful completion of one or more significant tours in master's degree level billets in the subspecialty field.

g. F and G Code Level Criteria. F and G coded billets.

NOTE - F and G codes are used to denote officers who possess, and billets which require, master's degrees not fully meeting the specific master's degree criteria in a subspecialty. F and G codes also denote officers who possess, and billets which require, graduate level education and/or advanced training at less than the master's degree level (i.e., submarine school, test pilot school, strategic weapons and advanced navigation training).

(1) Required G-code criteria - All of the following criteria must be satisfied:

(a) The billet requires the combination of both professional experience and knowledge of theories, principles, processes and/or techniques certified through graduate education or advanced training for optimum performance of duty; and

(b) The billet requires the successful completion of an advanced training program and/or graduate education courses in the subspecialty field (the graduate education is normally less than one year long); and

(c) The billet requires either the application of tested principles to problem areas or the appraisal of work performed by others in Navy and/or DoD programs.

(2) Optional G-code criteria - One of the following criteria must be satisfied:

(a) The billet requires the officer to routinely interface or supervise personnel who have extensive experience, advanced training or graduate education in the subspecialty field; or

(b) The billet requires the officer to fully understand the operation and capabilities of unique, complex and highly advanced equipment and/or systems. The billet requires the officer to supervise the efficient, effective operation of these complex equipment/systems.

(3) Required and optional F-code criteria - All of the G-code criteria are applicable; additionally the billet requires a proven subspecialist at the G-coded level. This naval officer is usually board selected as proven subspecialist after successful completion of one or more significant tours in G-coded billets in the subspecialty field.

h. Elective Level Criteria. H-coded billets.

NOTE - H-codes are applied only to billet codes. Officers are not assigned H-codes. The H-code denotes billets in which a master's degree is desirable, but not required.

(1) H-code criteria - There are no definitive general or level criteria for H-coded billets. These billets should generally denote operational requirements where naval officers with advanced degrees and subspecialty codes (P,Q,M,N,C and D suffixes) could maintain their subspecialty field proficiency, while filling warfare-related/operational assignments.

i. Baccalaureate Level Criteria. E-coded billets.

(1) Required E-code criteria - All of the following criteria must be satisfied:

(a) The billet requires the combination of both professional experience and a basic knowledge of theories, principles, processes and techniques certified through the acquisition of the baccalaureate degree with major concentration in the subspecialty field for optimum performance of duty; and

(b) The billet requires the performance of analytical work, the compilation of related reports and/or the effective assembly of information essential for the implementation and management of Navy and/or DoD programs.

(2) There are no optional E-code criteria.

j. Experience Level Criteria. R and S coded billets.

(1) Required S-code criteria - All of the following criteria must be satisfied:

(a) The billet requires the combination of professional experience and knowledge of theories, principles, processes and/or techniques in the subspecialty field; and

(b) The billet requires knowledge in the subspecialty field obtained through training, education or prior successful service in the subspecialty field.

(2) There are no optional S-code criteria.

(3) Required and optional R-code criteria - All of the S-code criteria are applicable; additionally the billet requires a proven subspecialist at the experience level. This naval officer is usually board selected as a proven subspecialist after successful completion of one or more significant tours in experience level billets in the subspecialty field.

k. Training Level Criteria. T-coded billets.

NOTE - T-coded billets are entry-level subspecialty billets, and are not required to meet general criteria standards.

(1) Required T-code criteria - All of the following criteria must be satisfied:

(a) The billet will provide sufficient professional experience and knowledge of theories, principles, processes and/or techniques in the subspecialty field; and

(b) The billet will provide a means to meet the experience criteria (successful previous tour) necessary for an S-coded billet.

(2) There are no optional T-code criteria.

l. Proven Subspecialty Billet. C, M, Q, F and R-coded billets.

(1) These codes apply only to Unrestricted Line officer (URL) billets in the grades of LCDR through CAPT.

(2) The billet must first satisfy the proper criteria for the subspecialty education, training and experience at the base (non-proven subspecialist) level.

(3) Proven subspecialty billets must not exceed 30 percent of the total subspecialty requirements within any one subspecialty field. This will be controlled by CNO (DNCO (Manpower, Personnel and Training)).

(4) In general, these billets require the more experienced, senior (proven) officers of the subspecialty system. The billets should be thought of as follow-on billets for basic subspecialty system billets.

6. Subspecialty Application Responsibilities. The functions, tasks and responsibilities of the Officer Subspecialty System Consultants, Coordinators and Sponsors are contained in OPNAVINST 1000.16 series. CNO (OP-114D) coordinates assignment of SSPs to billets. NMPC-442 coordinates assignment of SSPs to officers. NMPC-912 manages subspecialty coding for reserve officers on inactive duty.

7. Subspecialty Suffixes. The subspecialty suffixes are defined as follows:

Suffix	Definition
*B	Validated requirement for master's or higher level of education but second priority to P, Q, M, N, C, or D-coded billets for assignment of qualified officer; used when subspecialty code compensation for the billet has not been identified.
C	Doctoral level of education - proven subspecialist
D	Doctoral level of education
E	Baccalaureate level of education in a field applicable to the subspecialty

7. Subspecialty Suffixes. (continued)

Suffix	Definition
F	Master's degree not fully meeting Navy criteria or graduate education at less than master's level-proven subspecialist
G	Master's degree not fully meeting Navy criteria or graduate education at less than master's level
*H	Billet code to indicate a position for which the assignment of an officer with a master's level education is desirable but not required
J	Fully trained (Medical Department)
K	Board certified/Board equivalency certified (Medical Department)
M	Post-master's graduate degree level of education - proven subspecialist
N	Post-master's graduate degree level of education
P	Master's level of education
Q	Master's level of education - proven subspecialist
**R	Significant experience - proven subspecialist
**S	Significant experience
T	Billet Code: denotes training billet which qualifies incumbent for an S-code Officer Code: identifies students in DUINS leading to the indicated subspecialty qualification
U	Basic nursing preparation (Nurse)
V	Formal preparation beyond basic professional education in a program approved by Naval Medical Command
W	Optometrist with master's level preparation in Public Health (Medical Service Corps)

*Applies only to billet codes.

**The codes denoting significant experience should be limited to those fields where requirements exist or skills are achieved outside a directly related specialty/designator; e.g., an Intelligence specialist (1630 designator) billet should not be coded XX17S or XX16S since it may be assumed that all such specialists would be so qualified in Naval Intelligence.

8. Subspecialty Functional Fields

Functional Code[1]	Functional Field	Primary Sponsor	Sponsors
10XX	GENERAL UNRESTRICTED LINE (URL) SPECIALIST	OP-130	
20XX	PUBLIC AFFAIRS	CHINFO	
30XX	INTELLIGENCE	OP-092	NAVINTCOM, OP-094
40XX	NAVAL WARFARE	OP-07	OP-02, 03, 05, 07
50XX	COMMAND & CONTROL (C^2)	OP-094	OP-02, 03, 05, 07 NAVSECGRU, NAVTELCOM, COMSPAWAR, OCEANAV, NAVOCEANMET
60XX	PLANS AND PROGRAMS	OP-090	
61XX	Program Appraisal		OP-91
62XX	Resource Allocation		OP-90, 92
70XX	POL-MIL/STRATEGIC PLANNING	OP-06	OP-02, 094, PM-1
80XX	MATERIAL SUPPORT	NAVSEA	OP-02, 03, 04, 05, 098, NAVSEA, NAVAIR, COMSPAWAR, NAVSUP, CNR, COMSC, SSP
81XX	Logistics	OP-04	
82XX	Material Systems	NAVSEA	
83XX	RDT&E	OP-098	
90XX	MANPOWER-PERSONNEL	OP-11	OP-01, CNET, CNRC
91XX	Reserve Mpwr-Pers Mgmt	CNAVRES	

NOTES (Paragraph 8):

(1) These broad technical and managerial functional fields apply only to the Unrestricted Line and within the grades LCDR-CAPT.

(a) On billets, these functional codes express a requirement for an officer with background experience in the functional field in addition to the education/training/experience identified by the second two digits of the subspecialty code.

(b) In officer records, the functional code is used to indicate utilization of the education/training/experience and thereby reflects additional experience/qualifications achieved. Functional codes are assigned to officers as a result of subspecialty selection board action.

9. Subspecialty Education/Training/Experience Fields

Code	Education/Training/Experience Field	Primary Consultant	Consultants
	PUBLIC AFFAIRS		
XX10	Public Affairs	CHINFO	
	HUMANITIES		
XX11	English	USNA	
XX12	History		
	INTELLIGENCE		
XX16	Joint Intelligence	NAVINTCOM	OP-092, 094
XX17	Naval Technical Intelligence		
	POL-MIL/STRATEGIC PLANNING		
XX20(1)	General Political Science	OP-06	
XX21	Middle East/Africa/South Asia		
XX22	Far East/Pacific		
XX23	Western Hemisphere		
XX24	Europe		
XX25	International Negotiations		
XX26	Strategic Planning (General)		
XX27	Strategic Planning (Nuclear)		
	MANAGEMENT		
XX30(1)	Management (General)	NAVAIR	OP-04, 05, 094
XX31	Financial Management	OP-92	DNAVCOMPT, NAVSUP, NAVFACENGCOM, NAVMEDCOM, NAVSEA
XX32	Material Logistics Support Management	NAVAIR	NAVSUP, OP-04, 05, NAVSEA, COMSPAWAR
XX33	Manpower, Personnel, and Training Analysis	OP-11	OP-01
XX35	Transportation Management (MSC)	COMSC	OP-04
XX36(6)	Manpower and Personnel Mgmt (General)	OP-11	OP-01, CNRC
XX37	Education and Training Management	CNET	OP-01
XX38(6)	Organizational Effectiveness	OP-15	
XX39(6)	Systems Acquisition Management	OP-01M	
	APPLIED LOGIC		
XX40(1)	Applied Logic (General)	OP-91	CNR
XX41	Applied Mathematics	USNA	OP-91, CNR
XX42	Operations Analysis	OP-91	OP-92, 953, DNAVCOMPT, CNR
	OPERATIONS SYSTEMS TECHNOLOGY		
XX43	Operational Logistics	OP-04	COMSC, OP-03, 40, 60, 91
XX44	Antisubmarine Warfare	OP-07	OP-02, 03, 05, 094, 098
XX45	Command & Control (C^2)	OP-094	
XX46	Electronic Warfare	OP-956	OP-02, 03, 05, 094, 07, COMSPAWAR

Code	Education/Training/Experience Field	Primary Consultant	Consultants
	ENVIRONMENTAL SCIENCE		
XX47	Geophysics	OP-952	NAVOCEANCOM, CNR, DMA
XX48	Meteorology		
XX49	Operational Oceanography		
	NAVAL SYSTEMS ENGINEERING		
XX50 (1,4)	Naval Systems Engineering (General)	NAVSEA	OP-02, 03, 05, COMSPAWAR, CNR
XX51	Naval Construction & Engineering		
XX52	Nuclear Engineering	NAVSEA/NAVFAC	
XX53	Nuclear Propulsion Plant Operations	OP-02	
XX54	Naval/Mechanical Engineering	NAVSEA	
XX55 (5)	Electronic Engineering	COMSPAWAR	NAVSECGRU, OP-07, CNR, NAVSEA, NAVTELCOM
XX56	Underwater Acoustics	NAVSEA, COMSPAWAR	CNR, OP-094, 07
	WEAPONS ENGINEERING		
XX60 (1,3)	Weapons Engineering (General)	NAVSEA	CNR, OP-985, 02, 03, 05, COMSPAWAR
XX61 (5)	Weapons Systems Engineering		
XX62	Chemistry		
XX63	Weapon Systems Science (Physics)		
XX67	Nuclear Physics (Weapons & Effects)	OP-981	DNA, OP-65
XX68	Strategic Weapons (FBM)	SSP	OP-02
XX69	Strategic Navigation (FBM)		
	AERONAUTICAL SYSTEMS ENGINEERING		
XX70 (1)	Aero Systems Engineering (General)	NAVAIR	CNR, OP-05, COMSPAWAR
XX71	Aeronautical Engineering		
XX72 (5)	Avionics		
XX73	Flight Performance/Test Pilot		
XX75 (1)	Space Systems (General)	OP-943	OP-092, COMSPAWAR, NAVAIR, NAVSEA
XX76	Space Systems Operations		
XX77	Space Systems Engineering		
	COMMUNICATIONS		
XX80 (1)	Communications (General)	OP-941	OP-094, NAVSECGRU, COMSPAWAR, NAVTELCOM
XX81 (5)	Communications Engineering		
XX82	Communications Systems Technology		
	COMPUTER TECHNOLOGY		
XX90 (1)	Computer Technology (General)	OP-945	NAVSECGRU, NAVTELCOM, CNR, COMSPAWAR, NAVDAC, NAVMEDCOM
XX91 (5)	Computer Technology - Science		
XX95	Computer Technology - Systems Management		
0000 (2)	ANY DISCIPLINE	OP-01	

NOTES (Paragraph 9):

(1) As billet code, generally used at CAPT/CDR level. Denotes requirement which may be satisfied by any discipline within immediate skill series.

(2) As billet code, indicates requirement may be satisfied by any education/training/experience field at the specified level. As an officer code, denotes education in a field outside discrete education/training/experience fields.

(3) XX60X billets may be filled also by officers coded XX55, XX56.

(4) XX50X billets may be filled also by officers coded XX61, XX63.

(5) XX55, 61, 72, 81, 91 can be interchanged to satisfy Electronics Engineering billet requirements.

(6) No longer assigned.

10. Staff Corps Subspecialties

Code	Education/Training/Experience Field	Primary Consultant	Consultants
	CIVIL ENGINEERING CORPS		
1100	Civil Engineering (General) (NOTE 2)	NAVFACENGCOM	OP-04
1101	Facilities Engineering		
1102	Petroleum Engineering		
1103	Ocean Engineering		
	JAG CORPS		
1200	Legal (General) (NOTE 1)	JAG	
1201	Military Justice (Advanced)		
1203	International Law		
1204	Taxation		
1205	Health Care Law		
1206	Labor Law		
1207	Environmental Law		
	SUPPLY CORPS		
1300	Supply Management (General)	NAVSUP	
1301	Supply Acquisition/Distribution		
1302	Inventory Control		
1304	Material Movement		
1305	Retailing		
1306	Procurement		
1307	Petroleum Management		
1308	Subsistence Technology		
	CHAPLAIN CORPS		
1400	Management and Administration	OP-097	
1410	Homiletics, Liturgy and Church Music		
1420	Religious Education		
1430	Religion in Culture		
1440	Pastoral Counseling		
1450	Ethics		
1460	Training and Education Management		
1470	Ecclesiastical Communications Management		

Code	Education/Training/Experience Field	Primary Consultant	Consultants
	MEDICAL DEPARTMENT (not corps specific) (NOTE 3)		
0934	Health Care Management	OP-093	NAVMEDCOM
	MEDICAL CORPS (NOTE 3)		
1500	General Surgery	OP-093	NAVMEDCOM
1501	Colon/Rectal Surgery		
1502	Thoracic Surgery		
1503	Peripheral Vascular Surgery		
1504	Renal Transplant Surgery		
1506	Pediatric Surgery		
1507	Thoracic/Cardiovascular Surgery		
1508	Urology		
1509	Pediatric Urology		
1510	Obstetrics/Gynecology		
1511	Perinatal Biology		
1512	Reproductive Endocrinology		
1515	Neurologic Surgery		
1516	General Orthopedic Surgery		
1517	Hand Surgery		
1518	Spine Surgery		
1519	Pediatric Orthopedics		
1520	Plastic Surgery		
1521	Facial Plastic and Reconstructive Surgery		
1522	Otolaryngology Head and Neck Surgery		
1523	Otology		
1524	Ophthalmology		
1525	Strabismology		
1526	Corneal and External Eye Disease		
1527	Retinal Surgery		
1528	Neuroophthalmology		
1529	Oculoplastics		
1530	Glaucoma		
1540	Anesthesiology		
1550	Critical Care		
1551	Maternal/Fetal Medicine		
1560	Surgical Oncology		
1561	Urologic Oncology		
1562	Gynecologic Oncology		
1600	General Medicine (GMO)		
1601	Fleet Marine Forces Medicine		
1602	Flight Surgery		
1603	Space Medicine		
1604	Surface Forces Medicine		
1605	Undersea Medicine		
1610	Family Practice		
1612	General Internal Medicine		
1614	General Pediatrics		
1615	Neonatology		
1616	Emergency Medicine		
1618	Dermatology		

Code	Education/Training/Experience Field	Primary Consultant	Consultants
	MEDICAL CORPS (cont'd)		
1620	General Neurology	OP-093	NAVMEDCOM
1621	Child Neurology		
1622	Psychiatry		
1623	Child Psychiatry		
1624	Preventive Medicine, Aerospace		
1626	Preventive Medicine, Occupational		
1628	Preventive Medicine, General		
1630	Preventive Medicine, Public Health		
1632	Hyperbaric Medicine		
1634	Physical Medicine and Rehabilitation		
1641	Infectious Disease		
1642	Pulmonary Disease		
1643	Cardiology		
1644	Adolescent Medicine		
1645	Tropical Medicine		
1646	Gerontology		
1647	Gastroenterology		
1648	Hematology		
1649	Oncology		
1650	Hematology/Oncology		
1652	Allergy/Immunology		
1653	Immunology		
1654	Endocrinology/Metabolism		
1655	Nephrology		
1656	Rheumatology		
1670	Diagnostic Radiology		
1671	Pediatric Radiology		
1672	Neurologic Radiology		
1673	Nuclear Radiology		
1674	Biologic Radiology		
1676	Therapeutic Radiology		
1678	Nuclear Medicine		
1680	Pathology Anatomic/Clinical		
1681	Clinical Pathology		
1682	Anatomic Pathology		
1683	Neuropathology		
1684	Dermatopathology		
1685	Forensic Pathology		
1686	Hematopathology		
1687	Radioisotope Pathology		
1688	Immunopathology		
1689	GYN Pathology		
1690	Ophthalmic Pathology		
	DENTAL CORPS (NOTE 3)		
1700	Dentistry (General)	OP-093	NAVMEDCOM
1710	Endodontics		
1720	Dental Education Programs		
1725	Comprehensive Dentistry		
1730	Maxillofacial Prosthetics		
1735	Orthodontics		

Code	Education/Training/Experience Field	Primary Consultant	Consultants
	DENTAL CORPS (cont'd)		
1740	Operative Dentistry	OP-093	NAVMEDCOM
1745	Oral Medicine/Oral Diagnosis		
1750	Oral Surgery		
1760	Periodontics		
1769	Prosthodontics		
1775	Public Health Dentistry		
1780	Oral Pathology		
1790	Dental Science and Research		
1795	Pedodontics		
	MEDICAL SERVICE CORPS (NOTE 3)		
1800	Health Care Administration (NOTE 4)	OP-093	NAVMEDCOM
1801	Patient Administration		
1802	Medical Logistics Administration		
1803	Medical Data Services Administration		
1804	Medical Construction Liaison		
1810	Biochemistry		
1811	Toxicology		
1815	Microbiology		
1816	Epidemiology		
1817	Immunology		
1819	Parasitology		
1821	Virology		
1825	Radiation Health		
1826	Radiation Survey Ionizing		
1827	Radiation Survey Non-Ionizing		
1828	Radiation Specialist		
1835	Physiology		
1836	Aerospace Physiology		
1840	Clinical Psychology		
1841	Child Psychology		
1842	Neuropsychology		
1843	Medical Psychology		
1844	Aerospace Experimental Psychology		
1845	Research Psychology		
1850	Entomology		
1860	Environmental Health		
1861	Industrial Hygiene		
1862	Audiology		
1865	Medical Technology		
1870	Social Work		
1873	Physical Therapy		
1874	Occupational Therapy		
1876	Clinical Dietetics		
1877	Administrative Dietetics		
1880	Optometry		
1887	Pharmacy, General		
1888	Pharmacy, Clinical		
1892	Podiatry		

Code	Education/Training/Experience Field	Primary Consultant	Consultants
	NURSE CORPS (NOTE 3)		
1900	Professional Nursing (NOTE 5)	OP-093	NAVMEDCOM
1901	Administration		
1903	Education		
1910	Medical/Surgical Nursing		
1911	Medical Nursing		
1912	Surgical Nursing		
1913	Cardiovascular Nursing		
1916	Oncology Nursing		
1920	Maternal and Child Health		
1921	Obstetrical Nursing		
1922	Pediatric Nursing		
1923	Newborn Nursing		
1930	Psychiatric Nursing		
1935	Orthopedic Nursing		
1940	Ambulatory Care Nursing		
1945	Emergency/Trauma Nursing		
1950	Operating Room Nursing		
1960	Critical Care Nursing		
1961	Surgical Intensive Care Nursing		
1962	Medical Intensive Care Nursing		
1963	Coronary Care Nursing		
1964	Neonatal Intensive Care Nursing		
1968	Post Anesthesia Nursing		
1972	Anesthesia		
1974	Pediatric Nurse Practitioner		
1975	Adult Health Nurse Practitioner		
1976	Family Nurse Practitioner		
1980	OB/GYN Nurse Practitioner		
1981	Nurse Midwife		

NOTES (Paragraph 10):

(General) These codes describe fields unique to the various Staff Corps specialties. Staff Corps requirements outside these fields will be given the applicable functional field or 00XX numerical code and the appropriate education/training/experience code.

(1) As billet code, normally applied to CAPT/CDR positions. Denotes requirements which may be satisfied by any discipline within the immediate field/series. Also used to identify officers possessing education in a related field.

(2) Billet code only, normally applied to CEC CAPT/CDR positions. Denotes requirement which may be satisfied by graduate education in any technical or managerial field.

(3) The following criteria shall be used in the assignment of subspecialty codes to identify officers in the Medical Department:

Subspecialty 1 - Specialty in which an officer is currently fully credentialed and actively practicing as a primary duty, or the specialty for which the officer is in training. Trainees are not counted in specialty inventories.

Subspecialty 2 - Fully trained, may not be currently credentialed or actively practicing the specialty as a primary duty. Usually the specialty in which trained prior to attaining Subspecialty 1. May require refresher training to become fully credentialed.

Subspecialty 3 - Fully trained, may not be currently credentialed or practicing the specialty. Usually the specialty in which trained prior to attaining Subspecialty 2. May require lengthy refresher training to become fully credentialed.

NOTES (Paragraph 10): (cont'd)

(4) This code (1800) indicates a billet requirement for a Health Care Administrator of the Medical Service Corps with the specified level of education and/or experience in health care administration or related management disciplines.

(5) This code (1900) indicates a billet requirement for a Nurse Corps officer qualified in any of the disciplines included within the field with the level of education, training, or experience as specified by the suffix.

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